

**UNDP PROJECT ENVIRONMENTAL MANAGEMENT AND SUSTAINABLE
DEVELOPMENT**

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EMPS Coordination Unit Action Plan

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Introduction

The Environmental Management Plan of Seychelles 2000 – 2010 (EMPS) is the country's mechanism for environmental management. It aims to establish a sound basis for sustainable environmental development by integrating environmental concerns and issue into all development sectors.

The EMPS:

- is the second national plan of this type and aims to build upon the basis and improve upon the mechanism of its 1990 – 2000 predecessor.
- has been designed to enable, facilitate and stimulate broad stakeholder implementation of its support programmes.
- is intended to be an ongoing process that allows for flexibility through an annual process of audit, review and revision¹ as appropriate.

This cycle of programme development, implementation, audit and review is structured to allow for a dynamic and evolving mechanism for environmental management that will foster stakeholder ownership and implementation of the EMPS; whilst making it responsive to changing needs and circumstances. Such a process however requires considerable management and coordination capacity in order for it to run smoothly and effectively. This was foreseen during the EMPS development process and the document prescribes the formation of a Coordinating Unit to fulfil this role.

This document represents the first formalised work programme for the Coordinating Unit which sets out structured Action Plans with indicators and timelines for the implementation of the units role within the EMPS administrative structure and specifically pertaining to its defined *Implementation Modalities*.

The role of the CU was defined and elaborated in the recent EMPS Sectoral Awareness process and reflected in the resulting EMPS Sectoral Awareness Strategy (SAS) and incorporates the aspects as set out in the EMPS document. The references to the CU in the EMPS are précised and contained in the annex of this document to assist users in interpreting the SAS and this plan.

¹ Whilst originally intended to have an annual revision mechanism, a recent stakeholder process “*Sectoral Awareness of the EMPS 2000-2010*” determined that an annual review was overly demanding of the process and that revision should be enabled bi-annually.

Users Guidelines

The Coordinating Unit of course fulfils the role of Secretariat to the Steering Committee (SC) and as such will have an evolving and on-going workload that results from decisions and instructions of the SC. This plan is structured to ensure that the longer term strategic role of the CU is also pursued in spite of this workload; this includes implementing various activities as well as merely ensuring that the SC addresses all the necessary matters.

This Action Plan:

- is a companion to and must be seen in the light of the Sectoral Awareness Strategy,
- interprets the work programmes of the SAS into activities for the CU to oversee or undertake.
- is an internal document to guide the activities of the CU in a structured and strategic manner.
- is not prescriptive and allows for initiative in the means and mode of implementation.
- can be revised and modified readily by the CU to meet changing circumstances.

EMPS COORDINATING UNIT ACTION PLAN.			
Strategic Goal 1: Create and enhance cross-sectoral awareness of the EMPS as the primary national tool and mechanism for environmental management			
	Description	Objectively Verifiable Indicators	Time Line.
Work Programme	General Media Campaign for EMPS.		
Objective	EMPS widely recognised, understood and utilised as primary environmental management tool in Seychelles.	Number of enquiries for information on and means to participate in EMPS implementation. Number of organisations implementing EMPS projects.	Recurrent adaptive process but first phase targeted for completion 1 month prior to 2005 EMPS audit and review.
Results	<p>1a) Increased cross-sectoral awareness through effective, targeted multi-media campaign implemented prior to review cycle</p> <p>1b) All elements from this WP in the Sectoral Awareness Strategy covered effectively by campaign</p>	Per annum: Six television spots 10 radio spots 12 newspaper articles Targeted internet dissemination of relevant articles.	Duration of EMPS but first phase targeted for completion 1 month prior to 2005 EMPS audit and review.
CU Activities.	<ul style="list-style-type: none"> ○ Develop and coordinate, in consultation with the SC and partnership with key media and educational partners, targeted media campaign that covers the themes in the WP. ○ Ensure in liaison and partnership with appropriate local expertise, that this work programme incorporate carefully selected OVIs to enable the effective assessment, review and adaptive management of its implementation. ○ Targeted Information Dissemination² - pertinent information actively disseminated to key stakeholder groups. ○ Determine degree of effectiveness of campaign by structured assessments utilising PE&A OVIs. 	<ul style="list-style-type: none"> ○ Key partners (at least 5) identified and engaged in PE&A campaign development. ○ PE&A campaign covers issues identified in WP in a coherent and timely manner. ○ PE&A campaign is assessed and under adaptive regime to ensure maximum positive impact. ○ Enhanced understanding of and participation in EMPS process following receipt of tailored information. ○ Degree of effectiveness of campaign calibrated through assessments and use of OVIs 	This is a recurrent and ongoing activity that will change and adapt in line with circumstances, needs and trends in implementation. It should however be structured to coincide with annual audits and more importantly the biannual reviews.

² For details on and activities related to targeted information dissemination see **Strategic Goal 3 “Civil Society Outreach Programme”**

Comments:	<p>CU's role in this work programme should be largely that of facilitator:</p> <ul style="list-style-type: none"> ○ ensuring that the required topics are covered ○ drawing upon implementing agencies for resources and projects to generate the subject matter for coverage. <p>The CU will however be required to play an active role in the development and monitoring of the PE&A campaign.</p>
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EMPS COORDINATING UNIT ACTION PLAN.			
Strategic Goal 2: Increase Effectiveness of the Implementation Mechanism.			
	Description	Objectively Verifiable Indicators	Time Line.
Work Programme	Steering Committee Accountability.		
Objective	Develop and implement a structured and accountable SC management approach.	SC work guided by a structured, prioritised Annual Work Plan – efficacy of implementation is assessed to enable adaptive management.	Annual cycle. Work Plan should be finalised by SC by November of preceding year.
Results	<p>1) Role and function of SC reviewed and amended as appropriate.</p> <p>2) Prioritised Annual Work Plan for 2005 developed and under implementation.</p> <p>3) Mechanism of Independent review established.</p>	<ul style="list-style-type: none"> ○ New TORs for SC and its members. ○ SC Work Plan finalised and publicly available. ○ Review undertaken by independent agent and report available to SC. 	<p>To be completed and under implementation by October 2004.</p> <p>Annual cycle to be undertaken and completed by November each year.</p> <p>As from 2005.</p>
CU Activities.	<p>1a) Support and facilitate review of SC role and function.</p> <p>1b) Provide secretariat support to SC and members in review/revision of its and their respective TORs.</p> <p>2) Assist SC in developing prioritised Annual Work Plan.</p>	<ul style="list-style-type: none"> ○ Assessment and review undertaken and reflected in minutes of meeting. ○ TORs for SC and its members reviewed and amended as appropriate. ○ TOR for members clearly defines their information dissemination role. ○ Minutes of meetings reflect process of identification of priorities and plan development. ○ Prioritised Annual work plan finalised. 	<p>Completed by November 2004.</p> <p>Completed by November 2004.</p> <p>Annual work plan for 2005 finalised by end November 2004. Available to public by end December 2004.</p>

	3) Support the SC in the development, finalisation and establishment of mechanism for independent performance audit.	<ul style="list-style-type: none"> o Plan structured to address identified goals and objectives. o OVIs are incorporated into plan o Performance audit reports available. 	Audit to take place in third quarter of each year, commencing 2005, to inform development of next annual work plan.
Comments	The CU's role in this programme is that of secretariat and facilitator.		
	Description	Objectively Verifiable Indicators	Time Line.
Work Programme	Steering Committee Transparency.		
Objective	To enhance the accessibility to and transparency of the Steering Committee.	See below	
Results	<p>1) Web forum for prior, open discussion of SC agenda items established allowing for public commentary and in-depth discussion.</p> <p>2) Participation of SC member agencies and stakeholders enhanced and feedback increased.</p> <p>3) Prompt circulation of clear, concise minutes of meetings.</p> <p>4) SC meeting minutes posted on website.</p> <p>5) SC involved at conceptual level of project development</p>	<ul style="list-style-type: none"> o Web forum established and address and function publicised (media coverage etc...) o Key elements of discussions communicated to SC. o Records of advance correspondence and information disseminated. o Enhanced attendance of and representations by agencies pertaining to issues of central interest to their portfolios. o Minutes circulated to SC within three working days. o Website address functional and publicised. o Minutes posted within 5 working days of SC approval o Issue discussed at and conclusions minuted. 	<p>Forum should be functional by January 2005.</p> <p>Under implementation by November 2004.</p> <p>With immediate effect.</p> <p>To commence January 2005 latest.</p> <p>Before end 2004.</p>

	to the degree practicable.		
<i>CU Activities.</i>	<p>1) Set up website for EMPS Steering Committee as part of environment webpage.</p> <p>2) Disseminate targeted advance information to SC membership.</p> <p>3 & 4) Improve distribution of minutes.</p> <p>5) Facilitate SC discussion regarding its role in project development.</p>	<ul style="list-style-type: none"> ○ Website and forum functioning ○ Website address publicised. ○ Records and copies of information disseminated ○ SC members receive minutes within three working days of meeting. ○ Confirmed minutes posted on website. ○ Discussion and conclusions minuted. 	<p>Functioning by January 2005</p> <p>Functioning by November 2004</p> <p>With immediate effect.</p> <p>As from January 2005.</p> <p>Discussion concluded by November 2004.</p>
<i>Comments</i>	<ul style="list-style-type: none"> ○ This work programme includes considerable work for the CU#s active implementation. ○ The advance information dissemination in this scenario refers to reminders to SC member agencies of imminent agenda items that pertain directly to their portfolios so as to ensure their full and effective participation in discussions. This was included in the Sectoral Awareness Strategy as consultations revealed that discussions were often hampered or postponed due to the absence or lack of preparedness of key affected agency representatives. Such reminders may include information packs/briefings. 		
	Description	Objectively Verifiable Indicators	Time Line.
<i>Work Programme</i>	<i>Implementation Modalities.</i>		
<i>Objective</i>	Ensure that prescribed implementation modalities are implemented to full effect and benefit.	CU annual progress report. Steering Committee independent performance audit.	
<i>Results</i>	<p>1) Implementing Agencies have structured, targeted annual EMPS work plans.</p> <p>2) Implementing Agencies report to SC periodically in standard format.</p> <p>3) Standardised and transparent mechanism and process for project development (from EMPS support programmes) established.</p>	<ul style="list-style-type: none"> ○ Work plans finalised and copies lodged with CU. ○ Reports retained by CU ○ Periodic briefings given to SC minuted. ○ Minutes of Meetings. ○ Finalised project elaboration document and procedure. ○ Media coverage of mechanism. 	<p>Work plans under implementation by end January 2005.</p> <p>Commencing January 2005</p> <p>Completed by March 2005 latest</p>

	<p>4) Annual audits of EMPS implementation.</p> <p>5) Technical outreach cadre established and operational.</p> <p>6) Quarterly multi-media newsletter.</p> <p>7) Routine of periodic stakeholder briefings established.</p> <p>8) Annual public workshop to present and discuss EMPS status.</p> <p>9) Biannual stakeholder review and revision of EMPS.</p>	<ul style="list-style-type: none"> o Audit reports circulated to SC o Reports summarised in newsletter etc... o Technical cadre established and detailed on website. o Newsletters available. o Briefing presentations etc... o Workshop documents and report. o Workshop documents and report. o Revised EMPS thematic areas/support programmes. 	<p>Annual cycle. Audit report finalised by March of each year.</p> <p>Established by December 2004</p> <p>Commence end 2004.</p> <p>To commence from June 2005.</p> <p>To commence February 2005.</p> <p>To commence February 2006.</p>
<p>CU Activities.</p>	<p>1) Review Implementing Agencies annual EMPS work plans and, where appropriate, assist in their development.</p> <p>2a) Review and update reporting format in liaison with SC.</p> <p>2b) Seek periodic report (in format) from agencies.</p> <p>3) Assist, <i>as a matter of priority</i>, the SC to develop a process and mechanism by which EMPS Support Programmes can be elaborated into projects.</p> <p>4) Compile and interpret progress reports to generate annual EMPS implementation audit including analysis and recommendations.</p>	<ul style="list-style-type: none"> o All Implementing Agencies have annual EMPS work plans which properly integrate the goals and objectives of the EMPS. o Copies available at CU. o Progress report format approved by SC. o Reports received and circulated to SC. o Non- submission of reports brought to the attention of SC and its Chairman. o Project elaboration mechanism and procedure documented. o Minutes of meetings. o Implementation report circulated to SC available o Finalised report posted on website. 	<p>Process should be given 2-3 months to ensure completion by January of each year.</p> <p>By November 2004 latest.</p> <p>Reporting to Commence January 2005.</p> <p>Completed latest by March 2005</p> <p>Audit report finalised by March of each year.</p>

	<p>5) Assist SC in identification and establishment of Technical Outreach Cadre.</p> <p>6) Design and commence cycle of newsletter release.</p> <p>7) Identify with SC and draw up priority list of stakeholders for briefing (incl. DAs)</p> <p>8) Prepare and coordinate, with guidance from SC, annual EMPS workshop.</p> <p>9) Every second year workshop expanded to include EMPS review.</p>	<ul style="list-style-type: none"> o Cadre and <i>modus operandi</i> established. o Minutes of meetings o Newsletter design approved by SC. o Quarterly circulation ongoing. o Minutes of SC meetings. o Briefing schedule. o Briefing information packs and reports (as appropriate). o Workshop report and information pack. o Amended EMPS every two years. 	<p>Established by December 2004</p> <p>Commence by end of 2004.</p> <p>Briefings to commence from June 2005.</p> <p>To commence annually February 2005.</p> <p>To commence no later than February 2006.</p>
Comments	<ul style="list-style-type: none"> o This work programme constitutes the bulk of the CUs substantive implementary role. o Audit report for 2000-2004 should be made in abbreviated form and set out format and process for future reports. o Technical cadre will require ongoing refinement and amendment to meet changing needs and to cater for available expertise. o First newsletter i.e. end 2004, should be an extended edition based upon 2000 -2004 abbreviated progress report. Subsequent quarterly need not be longer than a single page depending on news available. o Current reporting format is structured to assess a completed project – it requires re-drafting in the format of a progress report. Each project when completed can then have a modified terminal/assessment report. o Annual workshop will double as review mechanism every second year. 		
	Description	Objectively Verifiable Indicators	Time Line.
Work Programme	Coordinating Unit.		
Objective	Identify and meet capacity requirements of CU.	CU action plan implemented in timely, coherent and comprehensive manner	
Results	<p>1) CU role within administration, coordination and implementation of EMPS reviewed and amended as appropriate.</p> <p>2) Capacity needs assessed and met.</p>	<ul style="list-style-type: none"> o Results and recommendations from EMPS Sectoral Awareness process implemented. o CU annual report. o CU HRDP (or equivalent) developed and under implementation. 	<p>With immediate effect.</p> <p>By March 2005</p>

	<p>3) Structured and targeted action plan to meet CU obligations under implementation.</p> <p>4) CU Annual progress report</p>	<ul style="list-style-type: none"> ○ Action Plan document. ○ CU Annual progress reports ○ Document available. 	With immediate effect.
<i>CU Activities.</i>	<p>1) Oversee Sectoral Awareness Consultancy.</p> <p>2) Review EMPS Sectoral Awareness Strategy and CU Action Plan and determine capacity needs.</p> <p>3) Prepare structured, targeted Action Plan.</p> <p>4) Prepare annual report on implementation of action plan</p>	<ul style="list-style-type: none"> ○ Sectoral Awareness Strategy ○ Capacity needs assessment finalised and submitted to MENR. ○ Plan adopted and under implementation ○ Report document. 	Assessment submitted by October 2004.
<i>Comments</i>	<ul style="list-style-type: none"> ○ Role of CU and structured action plan are defined and embodied in this document. 		

EMPS COORDINATING UNIT ACTION PLAN.			
<i>Strategic Goal 3: Encourage and enable broad stakeholder participation.</i>			
	Description	Objectively Verifiable Indicators	Time Line.
Work Programme	Enhance Public Sector Participation.		
Objective	Facilitate and enhance Public Sector implementation of EMPS.	Marked increase in number and regional distribution of agencies actively participating in the coordinated implementation of the EMPS	Open ended programme of partnership building and stakeholder engagement.
Results	<p>1) EMPS recognised and utilised as primary mechanism for environmental management.</p> <p>2) Public sector agencies' EMPS implementation assessed periodically.</p> <p>3) Incentives to managers and technicians to implement annual EMPS work plans.</p> <p>4) DAs equipped and empowered to fulfil community outreach and enabling role.</p>	<ul style="list-style-type: none"> ○ Implementing Agency Annual EMPS work plans effectively integrate EMPS goals and objectives into sectoral strategies and plans. ○ Sectoral projects utilise EMPS criteria. ○ Annual internal agency reviews ○ CU implementation audits <p>Information disseminated on:</p> <ul style="list-style-type: none"> ○ Utilisation of EMPS framework to further sectoral goals. ○ Potential to access/mobilise new and additional funds. ○ Training workshop reports. ○ Information packs. ○ EMPS brochure. 	<p>As of January 2005.</p> <p>As of January 2005.</p> <p>Commencing June 2005</p> <p>Commencing March 2005</p>
CU Activities.	<p>1) Preparation of information packs or other appropriate means, as determined by SC, for managers/technicians on the EMPS and how to utilise it to further sectoral goals.</p> <p>2) Report assessment as per <i>Implementation Modalities</i> WP.</p> <p>3) Provide secretariat support to the SC in its efforts to develop an EMPS funding mechanism.</p>	<ul style="list-style-type: none"> ○ Information packs finalised and disseminated as appropriate. ○ Q.v. <i>Implementation Modalities</i> WP. ○ Minutes of meetings etc... 	<p>By June 2005.</p> <p>Q.v. <i>Implementation Modalities</i> WP.</p> <p>As per SC progress- but to commence as a matter of urgency.</p>

	<p>4) Prepare and undertake, in partnership with relevant agencies/expertise, training workshops for DAs.</p> <p>In liaison with SC and in consultation with DAs develop targeted information packs to meet the needs of identified stakeholder groups. (X-ref. with <i>Civil Society Outreach Programme</i> below)</p> <p>Publicise nodes and sources of EMPS information and capacity. (X-reference with <i>Strategic Goal 1</i>)</p>	<ul style="list-style-type: none"> o Training workshop materials and reports. o Q.v. <i>Civil Society Outreach programme</i> below. o Q.v. <i>General Media Campaign for EMPS</i> WP. 	<p>As from March 2005.</p> <p>Q.v. <i>Civil Society Outreach programme</i> below.</p> <p>Q.v. <i>General Media Campaign for EMPS</i> WP.</p>
Comments	Most activities in this work programme are for the action of the various implementation agencies following decisions and guidance of the SC.		
Work Programme	<i>Civil Society Outreach Programme.</i>		
Objective	Facilitate and enable broad based community, private sector and NGO implementation of EMPS.	Number of civil society organisations involved in EMPS project implementation.	
Results	<p>1) Targeted and effective dissemination of information.</p> <p>2) Implementation Capacity further decentralised</p> <p>3) Effective, targeted and coherent incentives package</p> <p>4) Enhanced civil society capacity to implement EMPS.</p>	<ul style="list-style-type: none"> o Tailored information packs disseminated to key stakeholder groups as appropriate. o DAs offices established as EMPS information centres. o Technical Outreach cadre operational. o Number of community environment projects functioning under auspices of EMPS. o Financial regulations modified to foster sound environmental management o Civil Society incorporated into training programmes. 	<p>Commencing June 2005</p> <p>Commencing June 2005</p> <p>Open-ended.</p>

<p><i>CU Activities.</i></p>	<p>1) Develop in consultation with SC, DAs and NGOs; and in partnership with appropriate expertise information packs for key stakeholder groupings.</p> <p>2) Monitor number and extent of civil society environmental projects.</p> <p>3) Ensure that SC addresses issue of incentives and benefits packages as set out in Sectoral Awareness Strategy.</p> <p>4) Assist SC to maximise benefit of training and capacity building support programmes to civil society.</p>	<ul style="list-style-type: none"> ○ Information packs finalised and distributed. ○ CU records. ○ Minutes of SC meetings. ○ Capacity building requirements of Civil Society incorporated into training programmes. 	<p>Commencing June 2005</p> <p>Commencing January 2005</p> <p>As per SC annual work plan</p> <p>Commencing 2005</p>
<p><i>Comments</i></p>			

ANNEX: EMPS REFERENCES TO THE COORDINATING UNIT

Institutional Arrangements:

- The formation and proper, transparent functioning of the CU is seen as a critical success factor of the EMPS.
- The main objective of the CU is to ensure that the EMPS is integrated across sectors and that the broader principles of the EMPS are incorporated into all programmes.
- The CU will:
 - Report to and through the Ministry for Environment implement the recommendations of the Steering Committee.
 - Assist, where necessary, implementing agencies with designing their programmes.
 - Provide information to Government, Implementing Agencies, funding partners and the public regarding the EMPS as they progress over time.
 - Collect audits of the programmes.
 - Assist in the preparation of annual action plans and work programmes
 - Consist of a minimum of two staff

Implementation Modalities:

- Monitoring, Review and Continual Improvement: the EMPS is structured to facilitate annual audits and programme reviews so that implementation elaboration and revision of programmes can occur.
- Implementation: Implementing Agencies will elaborate Annual Work Programmes based on programmes presented in the EMPS
- Training and Capacity Building:
 - The CU will ensure the incorporation of Capacity Building elements where appropriate in revised or new programmes.
 - The CU will be involved in cross-sectoral training and capacity building.
- Reporting: Implementing agencies will feed all aspects of programme development and implementation on a regular basis and in a predetermined format to the CU. Public Information and Participation. The CU will:
 - Regularly inform public fora and the national media of EMPS news and developments.
 - Produce an EMPS newsletter.
 - Hold periodic briefing sessions with interested stakeholders and organisations to invite their participation (particularly DAs).
 - Organise annual Public workshops to present and discuss the status of the EMPS (Biannual review mechanism).

