

SOUTH PACIFIC APPLIED GEOSCIENCE COMMISSION

Corporate Plan 2002 - 2004



SOPAC

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Foreword

Over the past three decades, the South Pacific Applied Geoscience Commission (SOPAC) has served as an essential regional organisation, conscious of its vital and growing role among the peoples of the Pacific. The changing development needs of this vibrant region have been reflected in our broadening mandate and sharpening focus on fundamental priorities at national and regional levels.

Indeed, the organisation has come a long way since its establishment in 1972 as a United Nations Development Programme Regional Project for the assessment of deep-sea minerals and hydrocarbon potential. It is now an independent, intergovernmental, regional organisation with a membership of eighteen island countries and territories. Over the years, the work programme of SOPAC has expanded to include the assessment of ocean and onshore mineral resource potential, coastal protection and management, and geohazard assessment. More recently, this mandate was broadened further to include water, sanitation, energy and disaster management.

In retrospect, I think this growth has been a direct result of the member countries' confidence in the organisation's ability to channel national development needs into its work programme outputs. In our capacity as the proprietors of SOPAC, we, the island member countries constituting the Governing Council have identified and anticipated challenges facing the region. Wherever a response to these challenges did not dilute the competitive advantage in applied sciences, our Secretariat has obliged.

The past decade has also witnessed dramatic changes in our operating environment, notably the impact of globalisation, political instability and security concerns in the region, increased donor coordination and stress on development funds. While some of these changes have compromised the interests of our member countries, the silver lining has been the growing recognition, internationally, of the constraints and vulnerability of the small island developing states of the Pacific. Attracting scarce resources for development into the region has, however, not become any easier.

As we look forward into the new Millennium, we must take ownership of our longer-term development path, realise our interdependencies and advocate our issues globally for the common good of our people. Perhaps the first step is to change the way we see ourselves. To look beyond the confining label of Small Island Developing States (SIDS) and embrace the opportunities that we have as Large Ocean Island States (LOIS).

The efficacy of SOPAC as a repository of essential technical expertise and a key development partner in the region is crucial. By promoting the development of natural resources, reducing the vulnerability of communities and improving their access to basic necessities, safe health, information and appropriate technologies, SOPAC contributes to sustainable development and reduction of poverty in the region. Our recurring focal theme is 'community' or 'people' and hence the underlying goal is not merely 'sustainable development' but also 'sustainable livelihoods' for our people.

The Commission's vision is to become a centre of excellence that supports our Pacific Island Communities in developing natural resources in a sustainable manner and

reducing vulnerability through integrated solutions in **Ocean and Islands** management, **Community Risk** management and developing **Community Lifelines**. This Corporate Plan (2002-2004) has been developed to further these objectives by providing the road map to enhance the effectiveness of our interventions and sharpen our competitive advantages.

The Corporate Plan sets out a new mandate for the organisation, an overall vision and key strategic directions. The Plan provides an opportunity to strengthen the organisational structure, to improve linkages between work areas and to align SOPAC's work programme more closely to national and global development priorities. The Corporate Plan will provide the framework for targeted annual Business Plans, which will allocate programme responsibilities, set out priorities and timeframes, and establish performance measures.



Ms Marie Maddison
Chair – SOPAC Governing Council

Overall Vision

Natural resources, principally non-living resources, developed in a sustainable manner and vulnerability reduced for the people of the Pacific.

Mandate

SOPAC is mandated to

contribute to sustainable development, reduced poverty and enhanced resilience for the people of the Pacific

by supporting

the development of natural resources, in particular non-living resources, investigating natural systems and the reduction of vulnerability

through

applied environmental geosciences, appropriate technologies, knowledge management, technical and policy advice, human resource development and advocacy of Pacific issues.



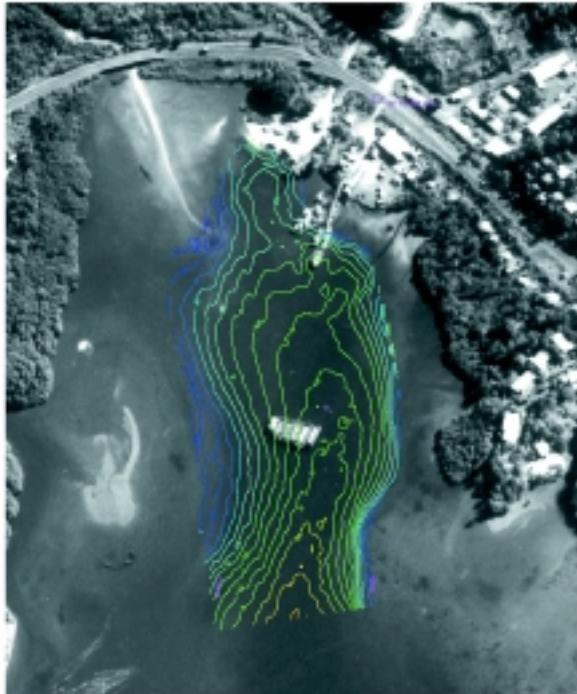


Ten-Year Vision

By 2011, SOPAC will be a recognised centre of excellence that supports the people of the Pacific in achieving sustainable development through technical assistance in the following key areas: **Ocean and Islands** management, **Community Risk** management and developing **Community Lifelines**.

In order to achieve this, SOPAC will have developed new and strengthened existing partnerships for greater co-operation and integrated management at national, regional and international levels.

SOPAC will have broadened its funding base to deliver its services, recognising its current heavy dependence on a few traditional donors.



Through increased donor confidence and opportunities, SOPAC will have a balanced funding structure supported by membership contributions, extra-budgetary allocations, bilateral project implementation as well as civil society and private sector partnerships.

Appropriate infrastructure will have been developed to ensure the efficient delivery of the increased work programme activities.

Through best-management practices SOPAC will have reorganised its structure reflecting increased membership and better focused programmes with wider alliances.

By 2004, SOPAC will be supporting national and regional initiatives and actions towards sustainable development by providing services in three key programme areas:

- **Ocean and Islands:** Integrated programme focused on research, development and management of non-living resources in ocean and islands systems addressing issues relating to seabed resources, energy, maritime boundary delimitation and monitoring of ocean processes.
- **Community Risk:** Comprehensive programme aimed at reduction of community vulnerability through improved hazard assessment and risk management.
- **Community Lifelines:** A diversified programme that strengthens national capacities in energy, water and sanitation, information and communications.

To fulfil this, SOPAC will endeavour to build a secure funding base, an enabling work environment, and an integrated structure and work programme.

All activities will ensure national capacity-building within a framework that integrates planning and management of ocean and island systems in the best interest of the communities now and in the future.

The SOPAC Secretariat will be operating through a project management framework in all its work areas in order to improve service delivery. Work areas will be implemented by a dynamic team of experts with appropriate project management, technical and socio-economic skills.

Recognising the importance of the links between programme areas and other regional initiatives, SOPAC will continue to work towards regional co-operation and building partnerships.

Appropriate infrastructure will be continuously developed to ensure the effective delivery of the work programme activities.

Practical communication and data-flow systems will be developed to enhance information sharing between member countries and other stakeholders.



By 2004, SOPAC will achieve:

- Improved work programme planning and delivery
- Improved accountability and transparency
- Improved member country satisfaction and output measurement.

1. **S**upport Sustainable Development in Pacific Island Countries
2. **I**nstitute Good Corporate Governance
3. **D**evelop Effective Strategic Management
4. **S**ustain Clear Competitive Advantage

1. Support Sustainable Development in Pacific Island Countries

Pacific Island Communities are confronted by increasing vulnerability and their ability to develop resources and pursue sustainable development is constrained by limited capacity at the national level. To fulfil our mandate as a development partner in the region, we recognise the need to identify the key development priorities and challenges of member countries and ensure that programmes are designed and targeted appropriately to address them.

3-Year Strategies

- Develop an integrated framework and build capacity in the key programme areas which address priorities to enhance sustainable development in Pacific communities
- Develop strategies for each of SOPAC's key result areas
- Adopt a participatory approach to the identification, design and implementation of development programmes taking into account Millennium Development Goals

Planned 3-Year Outcomes

- Comprehensive framework effectively and efficiently addressing stakeholder development priorities
- Strategies for all key programme areas implemented
- Strengthened capacity, in particular human resource development, in key result areas and technical disciplines
- Greater level of stakeholder satisfaction with and commitment to programmes

2. Institute Good Corporate Governance

Effective governance is a prerequisite to fulfil the goals of sustainable development and poverty reduction in the Pacific. We will institute sound corporate governance principles within SOPAC and ensure that these are reflected in delivery of programmes in member countries.

3-Year Strategies

- Establish a good corporate governance culture
- Develop an integrated risk management programme for the organisation
- Develop and implement quality improvement systems and processes in financial administration, corporate services and human resource management
- Equal opportunity approaches adopted in all activities and programmes

Planned 3-Year Outcomes

- Recognised as a well-led, well-managed, ethical organisation delivering quality services
- Risks minimised and opportunities maximised through effective risk management practices
- Transparent and accountable organisation continually improving its capacity to fulfil its role
- Increased cultural diversity and gender balance in the organisation

3. Develop Effective Strategic Management

We recognise the need for the Pacific to embrace a proactive and strategic approach to address development priorities and mobilise regional and international support. To ensure this, we will adopt a strategic management approach in our work design and delivery, and recognise the interdependence in regional initiatives.

3-Year Strategies

- Develop and implement strategic management policies and practices
- Develop and implement a transparent and integrated project management approach, including performance monitoring in key result areas
- Optimise funding opportunities for programme support
- Strengthen links between our programme activities and other regional initiatives

Planned 3-Year Outcomes

- Strategic management embedded in the organisation
- Relevant, timely and informative work programme reporting and delivery
- Broader funding base established, including development of innovative financing models and approaches to assist sustainability of programme interventions
- Increased integration of regional programmes

4. Sustain Clear Competitive Advantage

We have a responsibility to ensure that the Pacific has continuing access to appropriate technologies, technical expertise and secure partnerships for sustainable development.

3-Year Strategies

- Strengthen existing and develop new partnerships and alliances
- Secure qualified and competent technical expertise and capacity
- Monitor and respond to targets and trends in global development and technology
- Contribute to development of regional and global policy in relevant areas

Planned 3-Year Outcomes

- Activities aligned with international best practice and global trends
- Stakeholders aware of our capacity to deliver
- Cost effective delivery of quality services and advice
- Timely and accurate advice and state-of-the-art technical support
- Work programme benchmarked against trends in global development and technology
- Clear delineation of responsibilities



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Notes

<<INSERT ANNUAL BUSINESS PLAN>>

