

Territories Initiative for Regional Management of the Environment: A regional workshop for a common understanding of integrated coastal zone management

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The Pacific Territories Initiative for Regional Management of the Environment (INTEGRE) project

INTEGRE, or the “Pacific Territories Initiative for Regional Management of the Environment”, is a sustainable development programme involving four European Pacific Overseas Countries and Territories (OCTs). Funded by the European Union from the 10th Pacific OCT Regional European Development Fund (EDF), the project is designed to promote integrated coastal zone management (ICZM) and strengthen regional cooperation in the area of sustainable development.

Locally, it will support sustainable management or use of the environment in the OCTs for the benefit of their peoples. ICZM projects will be set up at nine pilot sites in the region. The methods used and the research carried out will be put to beneficial use throughout the Pacific, particularly through the active participation in related regional cooperation networks.

Selected by the territories as coherent management units that are representative of the region's high and low islands, and because of their major ecological importance, use by local communities and suitability as demonstration sites for integrated environmental projects, these sites are located in:

- French Polynesia: Opunohu Bay on Moorea, the Tahiti Peninsula and the islands of Raiatea and Tahaa and their lagoon;
- New Caledonia: the southern tip, the northeastern coast, and the coral atolls of Ouvéa and Beautemps-Beaupré in the Loyalty Islands;
- Wallis and Futuna: Wallis and its lagoon, and southwestern Futuna; and
- Pitcairn Islands as a whole.

The first in a series of workshops took place at the headquarters of the Secretariat of the Pacific Community in Noumea, New Caledonia from 18 to 20 February to launch the project, and brought together about 50 registered participants from government departments involved at each pilot site, specialists in integrated management and other areas of importance for the Pacific islands (e.g. waste, agriculture, fisheries, shipping), and nongovernmental organisations.

Through presentations, discussions and small group sessions, the departments involved gained a better understanding of each other's issues, shared their vision of INTEGRE, and benefitted from feedback on the experience of the specialists who attended the meeting, as well as gaining information on existing regional networks and the expertise available in the area of sustainable development.

The outcomes and lessons learned from the workshop are summarised below and form the “raw material” for implementing the project. The first building stage (i.e. project governance, including an overall steering committee and territory-based organisation down to local level), is currently in the process of being approved, and action plans are being developed for each pilot site using a methodology guide based on the discussions. The regional scope of the project was also defined in the proposed cross-sectoral activities at this scale described below.

What is integrated coastal zone management?

ICZM is one response to growing pressures on coastal ecosystems, the increasingly fragmented approach to management (of both land and sea, increasing legal and political and/or administrative complexity) and the need to reconsider governance modes (e.g. top-down approaches have been questioned, while networks of associations have developed). Hundreds of ICZM pilot schemes have been conducted around the world since the 1992 Rio conference (Hénocque 2013). ICZM arose from a wide range of strategies influenced by the natural system involved, the national context, ICZM's

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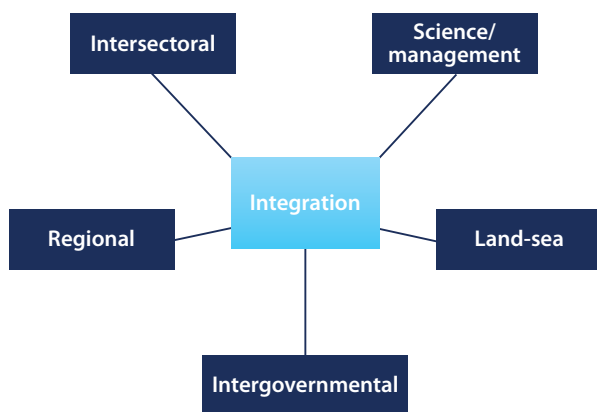
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main beneficiaries and the issues it attempted to resolve (Olsen 2003, in Hénocque 2013). It is articulated in a quest for new forms of governance and the development of information and scientific data management capacities.

ICZM objectives¹:

- Provide consistency to current management tools and facilitate change (manage conflicts!)
- Consolidate public policies
- Formulate a global strategy even if responses are most often sector-based
- Respond to expectations and needs — without creating new ones

Integration prospects and key work areas⁵



ICZM action covers three main fields:

- regulating sectoral activities and adapting related policies;
- strategic planning; and
- governance (developing and organising participation).

Why “participatory”?⁶

By involving all levels of governance in the decision-making process, plans can be implemented without resulting in a large number of isolated approaches unrelated to the action needed. It is an alternative designed to: avoid approaches that are perceived as “technocratic” and too complicated and, therefore, rarely used; get the people involved in the project to take ownership of it; and better identify any problems and the actions to be taken to deal with them.

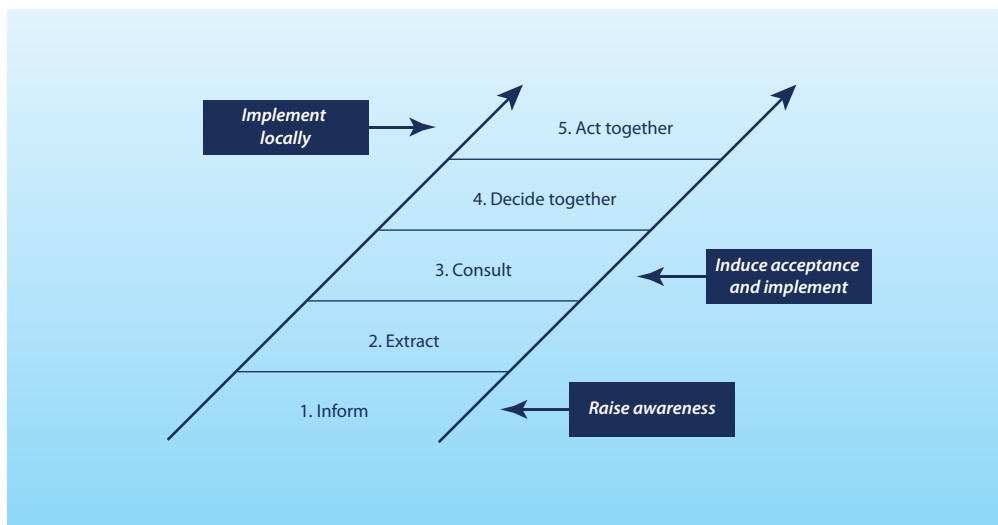
⇒ The most appropriate work level is not always the relevant biogeographical scale in terms of the environment but sometimes the governance level.

⇒ Both strong political involvement and the empowerment of recognised participatory bodies is needed.

Different levels of participation are possible ...

when referring to the participatory scale (modified from Arnstein 1969) shown below:

⇒ Depending on the topic, one particular level will be more relevant ... the Level 5 ideal cannot always be attained.



Participatory scale (modified from Arnstein 1969)

⁵ Presentation by Raphaël Billé, RESCCUE (Restoration of Ecosystem Services against Climate Change Unfavourable Effects) Project Coordinator.

⁶ Presentation by James Comley and Hugh Govan (University of the South Pacific).

Project pilot sites

One of the starting points for sharing and identifying synergies was to discuss each of the pilot sites, which led to improved mutual understanding of the project as a whole. This process will facilitate common efforts at identifying solutions and joint project implementation.

Sites in French Polynesia

Opunohu Bay, Moorea

The Opunohu Bay and Valley area is on Moorea Island, and stretches over 1,000 ha in Papetoai township (population 2,300). Opunohu Valley is surrounded by a remarkable amphitheatre of mountains, the highest being Toheia at 1,207 m. Spreading out from the Opunohu River estuary, the bay swiftly widens to form a nearly 3,500 m funnel leading to the channel. The bay varies in depth from 15 m to 50 m.

The valley has the island's wettest microclimate, with significant annual rainfall ranging from 2,500 mm to 3,500 mm. The islanders consider the valley to be Moorea's "lung" and water reserve and there is scant urban development there.

More than a third of Moorea's known flora grows in Opunohu and 12 invasive species have been observed to jeopardise the area's biodiversity. There are still well-preserved specific coastal environments in the bay, including a narrow strip of coastal forest remaining between the lagoon and road that greatly helps maintain the shoreline. In specific marine biodiversity terms, the east coast at the foot of Mount Rotui is the richest. It is home

to harvested molluscs and hosts iconic species such as green sea turtles, dolphins and humpback whales.

In terms of economic activities, the Opunohu area is a popular fishing spot in Moorea and catches are often sold on the roadside at the head of the bay. The bay is a tourism hotspot that virtually all visitors to French Polynesia travel to. Both land and marine activities are offered, including treks, iconic species spotting and water sports. Pineapples are grown for the Rotui plant that purchased 1,450 mt in 2010 and the supplier, COPAM, provides incomes to 60 Moorea families (or approximately 300 people) who farm 150 ha. Cottage farming is also well developed and Opunohu Bay has two agricultural training centres.

Tahiti Penwinsula

The peninsula is divided into two townships, East Tairapu and West Tairapu, and six associate municipalities covering 320 km² (population 18,545)². Mount Roniu is the highest peak at 1,332 m. The Taravao Isthmus, which forms the peninsula's boundary with the rest of Tahiti, faces the Taravao plateau, a huge farming area with a cool climate and mountain flora. The landscape becomes less built up going towards the east and 20 km from Taravao, the terrain becomes wilder on both sides (i.e. the *fenua aihere*). The main access is usually by sea, although a small unsealed track also leads there.

In marine terms, Tairapu primarily consists of standard high-island lagoon features with well-developed barrier and fringing reefs. The area, however, holds rich and varied habitats, including shoals (in northern Taravao and the Pari) and brackish water lagoons near the



Opunohu Bay, Moorea, French Polynesia (image: Boris Colas).

Taravao Isthmus. The peninsula is also one of few places in French Polynesia where sea fans are found.

Beyond the *fenua aihere* and lagoon area lies the Pari in the far eastern sector, a protected natural area since 1964. It is also the location of some extremely well-preserved cultural and archaeological heritage. In addition to the Pari, two category 3 natural monuments in French Polynesia's cultural heritage have been listed, namely Vahi Waterfall and Vaipoiri Cave.

There is currently a broad range of industries on Tahiti-Ini based on extensive agriculture that encompasses the Taravao Plateau (egg production, dairy farming and animal feed) and the Tautira and Teahupoo Plains. The Tahiti Peninsula is also where the first aquaculture projects were set up and the Ifremer Tahiti Centre has been based at Vairao for 40 years. The country's Vaia CTA (aquaculture applied research facility) has also been operating within the aquaculture division there since last year.

The peninsula also has a recently built industrial area in Taravao Harbour. Homestay tourist accommodations are also well established there, because of the many trekking trails and dive and surf spots and the mythic Teahupoo wave.

Raiatea and Tahaa islands, and their lagoon

Located 210 km northwest of Tahiti, Raiatea is one of the Leeward Islands in the Society Islands group. It is the largest of the Leeward Islands at 238 km² and has a population of over 12,000. Encircling the volcanic mountains with their fertile plains and deep valleys lies the fairly narrow coastal plain where most human settlement is located. Mount Tefatoaiti (1,017 m) is the highest point and a few motus are dotted about the wide Raiatea Lagoon. The island is divided into three townships, Uturoa, Taputapuatea and Tumaraa. Uturoa, the Leeward Islands' main town, has a deep-water port where large vessels can anchor and berth. Taha'a, its sister island is enclosed in the same lagoon as Raiatea, has similar features but is spread over 88 km². Tahaa is home to 5,220 people and its highest peak, Mount Ohiri, rises to 590 m.

The 90 km² navigable lagoon is up to 55 m deep has 10 channel openings making for easy access to the ocean and rapid water exchange. The many bays are blocked off by roads crossing them (some exogenous mangrove swamps) and isolating fringing reef areas have been damaged but hold potential for aquaculture operations (e.g. shrimp, crabs). Several *motu* can be found near the channels and off northern Tahaa; and there are still some well-preserved coral ecosystems, essentially along the barrier reef.

On land, there are many rivers, including the navigable Faaroa, many suitable sites for agricultural development, and environmentally and locally significant areas.



Moetini Moutame, on his organic farm, Raiatea island, French Polynesia (image: Yolaine Bouteiller).

Raiatea's economy is dominated by farming for the local market and Bora Bora hotels. Lagoon resources including fish, crustaceans, sea urchins, sea cucumbers and trochus and turbo shells are harvested and pearl farming is a major industry. Raiatea is a hub for marine leisure activities with French Polynesia's largest yacht charter companies operating from its three marinas. The trade is booming and contributing increasingly to the island's economic development. With an airport servicing daily flights to Tahiti and other islands in the group, plus five weekly round-trips by cargo-passenger ships from Tahiti, Raiatea is a bustling island.

Tahaa's economy is mainly based on Tahitian vanilla (its top producer), copra and subsistence food crops. Noni fruit (*Morinda citrifolia*) is also widely grown. Tahaa has no airport but there is a cargo-passenger ship wharf at Tapuamu and there are many smaller wharves around the island.

Sites in New Caledonia

Northeast coast

The northeast coast pilot site encompasses the watersheds and lagoon areas of Poum, Ouegoa, Hienghene, Touho and Poindimie townships. It extends over the maritime and terrestrial area known as the “northeastern coastal area” of the serial property included on the United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage list in 2008, together with its marine and land buffer zones. It covers 305,000 ha of land and 371,000 ha of lagoon.

The area is well known for its very rich environment. The marine area is exceptionally well preserved and has remarkable original features such as double barrier reefs to the east. The northeast coast is also well known for its seagrass beds and sea turtle and dugong populations. The Diahot estuary also has New Caledonia’s largest and most diverse mangrove forest. The land area includes the Mount Panie system, which boasts the largest continuous forest in New Caledonia at 33,000 ha and remarkable altitudinal continuity (200 at 1,600 m). Such an environment is highly conducive to the exceptional plant, insect and freshwater fauna endemism level (64% for plants).



Edmond Ouillate and other members of the Hienghene local authorities were involved in the project discussions (image: Delphine Leguerrier).

In social and economic terms, the area is sparsely populated with approximately 15,000 people living mainly in Melanesian villages. Work generally involves subsistence-level food production by farming, fishing in the fringing lagoon, freshwater and estuaries and hunting and, to a lesser degree, small-scale tourism involving cottage inns, trekking and small hotels. Ecotourism is becoming increasingly well organised and showcases the

area’s outstanding natural and cultural heritage. There is no industry or mining other than the Poum mine, and market gardening is low-key.

Southern tip

The pilot site in New Caledonia’s far south is made up of the land, coastal and marine environments found at the main island’s southern tip. It straddles three townships (Mont Dore, Yate and Isle of Pines) and covers 841,800 ha, including approximately 140,000 ha of land, and encompasses the UNESCO World Heritage-listed Great Southern Lagoon.



From left to right: Yolaine Bouteiller (INTEGRE project), Olivier Auguin (SPC), Mecki Kronen (EU PTOM Office) and Emmanuel Coutures (Environment Department, South Province, New Caledonia) place the southern tip site on the map (image: Delphine Leguerrier).

The area’s major environmental value has been acknowledged both in terms of the land (with its rich, original flora, many protected areas and Ramsar⁷ project location) and sea with its highly diverse reef formation and many symbolically important species. Only the coast is settled with a population of 3,000 spread across various Melanesian villages along New Caledonia’s east

⁷ Ramsar sites are wetlands of international importance, recognised globally due to the Ramsar Convention, which is an international treaty for the conservation and wise use of wetlands (source : <http://www.biodiversitya-z.org/areas/30>).



Throw netting close to the Mouli bridge, Ouvéa, New Caledonia (image: Delphine Leguerrier).

coast, Ouen Island and the Isle of Pines. The main economic activities are based around mining, tourism and fisheries. The area also has a large number of mining sites, both operational and abandoned, and some very valuable and sought-after ore reserves. The Prony area is host to the vast Vale NC industrial complex that includes a nickel processing plant, harbour and the related 1,900 ha of nickel mines. The project employs 4,000 people (1,200 directly — mostly accommodated on site — and 600 local subcontractors). Tourism is well developed, particularly on the Isle of Pines, which is one of New Caledonia's leading holiday destinations, but also throughout the area, which has significant tourism potential. Fisheries take the form of commercial, game and subsistence fishing. The lagoon is an important fishing ground for fishers from the greater Noumea (capital) area, and the Isle of Pines supplies most of the rock lobsters harvested in New Caledonia. The area also contains a burgeoning forestry sector, low-key aquaculture (a single surgeonfish farm), and little or no agriculture other than kitchen gardens.

Coral atolls of Ouvéa and Beautemps-Beaupré

The whole of both Ouvéa and Beautemps-Beaupré atolls, which are part of the INTEGRE project for the Loyalty Islands, are UNESCO World Heritage-listed as serial properties (including their buffer zones) and extend over 137,000 ha, 14,400 of which are on land.

The area is well known for its rich marine environment and for having the Loyalty Islands' only mangroves.

Because the atolls are geographically isolated and host a variety of marine and coastal habitats, they are conducive to the breeding and growth of many iconic or endangered species, such as seabirds, sea turtles and sharks. It is also free of fish poisoning (ciguatera). On land, there is a well preserved primary forest that is home to species such as the Ouvéa parrot (endemic to the islands), decollate snail, flying fox and coconut crab. The islands are also free of black rats (*Rattus rattus*) and fire ants (*Wasmannia auropunctata*).

Ouvéa island covers 132 km², rises to 46 m, and has a population of approximately 3,400 living in 20 Melanesian villages divided among five customary districts. There is no urban area and, as in the rest of the Loyalty Islands Province, land tenure is exclusively governed by custom.

Ouvéa's economy is mainly based on tourism and fisheries. Far removed from mass tourism, the industry revolves around a handful of guest accommodations, including a large resort and homestays in Melanesian villages. Ouvéa banned cruise ships in 2007 following damage to reefs inflicted by ships' anchors, which considerably heightened the fish poisoning hazard on the island, but there is considerable development potential. Fishing is organised by a union of some 15 licensed commercial fishermen and the industry is being developed around a seafood packaging plant at Takedji in the north of the island. Other developing businesses include sandalwood, copra (with an oil mill and soap factory in Wadrilla), and vanilla plantation.

Sites in Wallis and Futuna

Wallis and its lagoon

Wallis Island has a tropical wet climate and 78 km² of emerged land with the highest point being 150 m. The coast hosts a few mangrove areas, mainly in the west (IEOM 2014).

The 200 km² lagoon is enclosed by an unbroken barrier reef comprising four channels, and the island is surrounded by fairly extensive reef flats that contain sea-grass beds. Some 20 small coral and volcanic islands are dotted about the lagoon and coral barrier.



One of the 20 small islands spread in the lagoon and on the barrier reef of Wallis Island (image: Delphine Leguerrier).

In environmental terms, Wallis Island is characterised by a number of features, including secondary vegetation in the form of coconut plantations, ferny heaths, Caribbean pine plantations and food crops, crater lakes, surface lakes and primary forest remnants (Dentrand 2009). Home to many remarkable species, Uvea also has endemic species, including a cicada, land molluscs and a plant. Colonies of nesting seabirds take shelter on the small offshore coral and volcanic islands. The lagoon and its associated ecosystems in shoreline habitats, sea-grass beds and mangrove swamps do, therefore, raise major biodiversity challenges (Egretaud et al. 2007).

The population of 8,584 is mainly concentrated in the eastern part of the island. Some 2,108 people are employed, with the public sector (government and education) being the largest employer at 44% of jobs (IEOM

2014). Farming and fishing are at the subsistence level, with produce being eaten by the growers themselves or used in customary exchanges. Imports from Australia, New Zealand and France are the main economic activities. There is a trade deficit because the only exports are beche-de-mer and trochus shells.

The French government heavily funds the local economy to the tune of XPF 12.4 billion⁸ in subsidies in 2013 (IEOM 2014). Emigration is very high, with 20,000 Wallisians and Futunans living in New Caledonia (i.e. twice as many as live in the territory).

Futuna

Futuna Island covers 46 km², lies 230 km from Wallis, is mountainous, rising to 524 m, and has both permanent rivers and temporary waterways. Alofi, the uninhabited neighbouring island (18 km², 417 m) is located 1.8 km southeast of Futuna (IEOM 2014).

Futuna's deep, narrow valleys are covered in dense forest and the plateau in secondary forest is made up of coconut groves, ferny heaths, Caribbean pine plantations and food crops. Downstream from the water courses lie irrigated taro fields (Dentrand 1999).

Futuna and Alofi have outstanding endemic species rates with four bird subspecies, seven plant species, four freshwater fish species, and eleven land and freshwater mollusc species (Mary et al. 2005). Along Futuna's southwest coast, a fringing reef is formed by coral structures that were damaged in a 1993 earthquake. The chosen area is southwest Futuna Island and extends over 40 km². The island sustained extensive physical damage caused by Cyclone Thomas in March 2010 that affected the northeastern coast even more severely, particularly in terms of infrastructure and housing.

The population is over 3,613 and is mainly on the island's southwest coast. The employment rate is 28% (45% on Wallis) and importing is the main economic activity on both islands. There are no exports. Farming and fishing are practised at the subsistence level (IEOM 2014).

The site in Pitcairn: the islands as a whole

The site comprises four near-pristine small islands that are some of the most remote in the world. Pitcairn is a dead volcano with an approximate land area of 4.5 km² and rising to a height of 347 meters above sea level (government of Pitcairn 2012). It is the only inhabited island and has a population of 49 (United Nations General Assembly 2014). The climate is subtropical with rich volcanic soil and lush vegetation. Transport is by quad bike (there are no cars on the island), and the island is in a mainly unspoiled condition (particularly due to its remoteness and difficult access). Henderson is

⁸ XPF 12.4 billion = ±USD 142 million (June 2014)

a raised fossilised coral atoll, designated as a UNESCO World Heritage Site. Ducie, the most southerly coral atoll in the world, has a central lagoon surrounded by four islets covering an area of 70 ha. Oeno is a low-lying coral atoll of 65 ha, and surrounded by a shallow lagoon and fringing reef.



There is no safe and easy access to the sea around Pitcairn Island. Kids play in natural pools filled by waves breaking against the shore cliffs (image: Delphine Leguerrier).

The only inhabited island, Pitcairn, has a permanent resident population of just over 50, composed of 50% males and 50% females. The current labour force consists of 31 able-bodied persons. Ten non-resident officials who are generally on one-year contracts add to this total. Government sector jobs consist of 82 part-time positions. The island receives £ 2.9 million⁹ in aid from the British government (Department for International Development) to provide essential needs (39% for shipping, 14% for health, 12% for the Pitcairn Island office, and 10% for infrastructure and operations). Government income includes revenue from stamp and coin sales, landing fees, visa application fees, Domain name (.pn), registration fees, and passenger fares. It is difficult to quantify the private sector, as there is no taxation system. The islanders have developed tourism-related businesses such as trinket and souvenir sales, guided tours, homestay accommodations, and carving and artefact sales. Beekeeping, honey production, fishing, market gardening, animal husbandry and maintenance services help supplement household incomes. Cruise ships are also supplied and approximately 10 boats call every year.

The British government supports economic development initiatives, notably through funding provided by Her Majesty's Government, a business mentoring programme that has been established with a mentoring organisation based in Auckland (Business Mentors New Zealand). Small businesses on Pitcairn are able to access this individualised mentoring service free of charge through video link and email or phone.

⁹ £ 2.9 million = USD 4.94 million (June 2014)

Lessons learned at the workshop

Four illusions to avoid

Although it is important to set up participatory methods and consult properly so that plans can be implemented, the following pitfalls should not be overlooked.

1. *Using roundtable discussions to solve any and all problems.* Often, no consensus can be reached and this process does not eliminate the trade-offs that have to be made.
2. *An overly idealised vision of local communities.* Just because one possible solution is traditional does not necessarily make it the most appropriate one.
3. *Always trying to identify the “right scale” for a single management structure.* Coastal management is complex; rather than a single structure, it is necessary to try to establish proper coordination between existing structures.
4. *Considering scientific knowledge as the “be-all” and “end-all” of ICZM.* A lack of knowledge should not hamper action.

Drawing attention to these “illusions” should, if they are borne in mind, prevent their inherent consequences while developing future work methods (see also Billé 2006).

Keys to success ... lessons for INTEGRE

A number of lessons were drawn from the discussions that followed the various expert presentations and these should be borne in mind while implementing the project. Apart from a definition of ICZM itself, there were presentations on ICZM's “health” by Hugh Govan and James Comley (University of the South Pacific), anthropological input when catering for local sensitivities (Pierre-Yves Le Meur (French Institute of Research and Development, IRD), Catherine Sabinot (IRD), Elisabeth Worliczeck, Jean-Brice Herrendtschmidt (GIE Océanide), Pacific biodiversity and waste management issues and current attempts at identifying solutions by David Haynes and Pascale Salaun (Secretariat of the Pacific Regional Environment Programme), the Pacific Organic and Ethical Trade Company project for developing organic agriculture by Karen Mapusua (Secretariat of the Pacific Community, SPC) and maritime transport development prospects against a backdrop of emerging ICMZ in the Pacific by Marie Bourrel (SPC), the lessons learnt from the management of a European project based on the use of participatory methods by Frédérique Lehoux (SPC) and the regional and international positioning of French Pacific territories (François Bockel, Government of New Caledonia). Several

lessons were drawn from the discussions and are summarised below.

- Take into account the territory's past and present (timing and history), along with the various time scales involved.
- Take into account the intercultural dimension (a sixth dimension of integration?).
- Bring about ownership through small visible actions: "deliver successful outcomes from the very start so as to create dynamics and lead to ownership".
- Get the private sector involved.
- From the planning stage on, think about how actions could continue after the project has ended.
- Use existing structures and ensure the legitimacy of the stakeholders involved.
- Know where you are starting from and where you want to go: importance of knowing the baseline status.
- Arrange for regional exchanges and share experience at all levels (elected officials, technicians, local stakeholders).
- Think about the concept of reproducibility and the need to serve as a demonstration, issues that are not always shared.

INTEGRE's objectives and the activities to achieve

Through joint discussions, INTEGRE's objectives and expected outcomes were better defined, although the project governance arrangements require that the steering committee approve the project's basic content; the wording of this paragraph's two insets is, therefore, subject to change after this article has been published.

Components 1 and 2 of the project will feed into each other, Component 1 being networking and maximising results, and Component 2 piloting while implementing the action plan. INTEGRE's aim is to contribute to both general objectives, namely promoting ICZM and strengthening both regional cooperation and sustainable environmental management or use in OCTs for the benefit of communities. All four specific objectives assigned to the project by agreement were re-written in more operational terms that the players in attendance took ownership of more readily. They comprised strengthening cooperation between OCTs and Pacific ACP countries, implementing a communication and awareness policy, strengthening governance and capacities and improving environmental management for the good of the people.

Several types of actions have already been planned to provide the players with methodology support and obtain regional-level outcomes. The Component 2 Action Plan is currently being developed at each pilot site and is based on a drafting guide designed around the needs expressed on the ground (i.e. during workshops and meetings with the players).

The process of designing, monitoring and approving the implementation of the project is as yet in its early stages, as it needs to be adapted to each territory's governance mechanisms. It requires action plan development at the local level and scrutiny at the territorial level followed by approval by the regional steering committee chaired by French Polynesia, who is the 10th EDF's Regional Authorising Officer. Implementation of each action plan will then be monitored at each site, as close as possible to the local population.

What are the major issues at each pilot site?

SWOT charts

Charts showing the strengths, weaknesses, opportunities and threats at each site were drawn up in a specific and detailed manner, and group work identified the main common issues, in the form of the table of common issues (see next page: the colour bars indicate the frequency of that topic for each site):

Lessons for INTEGRE


























While the risk of interference with the public policies in place or increased workload are sometimes highlighted, overall the project is seen as an opportunity, providing resources to the territories and a chance to take new approaches.

The cultural and natural capital of the different pilot sites was highlighted as a strong asset, under threat by both human pressure and rapid changes to society: preserving them is a priority emphasised by all involved.

Common issues can be found at most sites and provide opportunities for interesting discussions on topics such as waste management on islands, coastal erosion against a backdrop of climate change, soil erosion and pollution in the lagoon, invasive species, and managing tourism.

All of the projects can be supported by regulatory and planning mechanisms and solid administrative skills but all of the participants underlined the need for better coordination between department or different governance levels.

Participatory approaches have been used to varying degrees in the territories, everywhere local demand is high and forums for discussion do exist.

Strengths		Weaknesses	
Strong natural and cultural capital		Locally degraded environment	
Knowledge of the environment		Little government intervention, lack of co-ordination between departments and governance levels	
Discussion forums		Land tenure related problems (system, relocation)	
Local demand for involvement		Lack of human and financial resources	
Regulatory and planning tools		Data availability	
Political and institutional involvement		Local conflicts of interest	
Secure land tenure		Local community fears	
Opportunities		Threats	
Business dynamics, development potential		Human pressures	
INTEGRE, regional partnerships		Erosion	
Existing mechanisms that can be organised and used		Invasive species	
Training and knowledge transfer mechanisms		Social impact	
Air and shipping route development		Climate change	
		INTEGRE (workload increase)	

Summarised chart of strengths, weaknesses, opportunities and threats (SWOT)

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Expected INTEGRÉ project outcomes

The project aims at achieving two general objectives that introduce two components, each feeding off the other:

- promote integrated coastal zone management (ICZM) and strengthen cooperation at the regional level; and
- contribute to sustainable environmental management and use in Overseas Countries and Territories (OCTs) for community benefit.

These objectives are broken down into specific objectives and expected outcomes that will be linked to performance indicators.

Four specific objectives and expected outcomes

Specific objective 1:

Strengthen cooperation between OCTs and the Pacific ACP countries in sustainable development

Outcomes:

- a regional framework proposed for ICZM
- OCTs integrated into regional sustainable development sharing and discussion networks
- sharing has occurred between the region's mirror sites.

Specific objective 2:

Implement an effective communication and awareness strategy on the INTEGRÉ project and ICZM for communities, institutions and regional partners

Outcomes:

- communication network and tools within and between OCTs operational
- civil society familiar with integrated coastal management principles
- Pacific OCTs familiar with integrated coastal management principles
- INTEGRÉ project visibility achieved
- ICZM project outcomes on the pilot sites maximised and developed (R3 of S1 crossed).

Specific objective 3:

Strengthen good governance in environmental management and reinforce managerial capacities

Outcomes:

- participatory governance bodies operational on pilot sites
- collaboration between entities managing the various sites and between their internal units improved
- management capacities strengthened
- integrated management process operational
- ICZM principles integrated into government policy.

Specific objective 4:

Contribute towards improving environmental management on pilot sites for the benefit of local communities

Outcomes:

- the main hazards identified and concrete management measures taken to deal with them in an integrated manner
- the environment is put to beneficial use through management approaches or sustainable economic activities
- sustainable economic alternatives developed by local communities in response to potential or actual destructive practices
- communities aware of and involved in sustainable environmental management.

Cross-sectoral initiatives (Component 1)

- Component 1 is networking and outcome enhancement. Several types of action items have been planned to provide players with methodology support and achieve regional-level outcomes:
- A total of five workshops are scheduled during the project. In addition to this one, four thematic workshops will emphasise best-practice sharing.
- The project will support OCT participation in existing networks and help strengthen them.
- By leading the development of a regional ICZM framework and advocating it at the institutional level, the project will contribute to disseminating good practices at the regional level.
- Methodology support will help provide backing for planning processes and a participatory approach on pilot sites.
- The methods developed and implemented will be enhanced by analysing the lessons drawn from the operations.
- Support pilot site initiatives in the area of bilateral trade in the Pacific (including training).



Fishing from the Mouli bridge, Ouvea, New Caledonia (image: Delphine Leguerrier).