



RESCCUE

Lessons-Learned Workshop French Polynesian Sites Report

October 2018



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Introduction

The RESCCUE lessons-learned workshop on the Moorea and Gambier Island sites took place in Papeete on 10 and 11 October 2018. The objective was to identify, via a participatory process, the lessons learned so that RESCCUE’s “capital” could reach beyond the sum of its achievements by outlining a set of relevant lessons for future projects and activities. So, the ultimate aim was to both strengthen the collective-action groups at the French Polynesian sites, while at the same time examining the bigger picture beyond the project and the two sites themselves by providing responses to a few key questions raised by the local operator in their introduction, i.e. *How can we protect ecosystems from pressure and enhance their climate change resilience and, in that way, the resilience of the communities that depend on them? How can we generate “less stress and more services”¹ for such ecosystems ?*

Joint discussions during the workshops were based on RESCCUE’s fundamental objectives:

- **RESCCUE was designed to be an operational project**, which, beside producing studies and analyses, would also lead to concrete action and especially **observable change**, i.e. shifts in practices, rules or public policy conducive to preserving and even improving the environment.
- In order to achieve this, **RESCCUE’s main quest was to trial innovative public policy mechanisms**, such as Integrated Coastal Management (**ICM**), and the project’s trademark, i.e. **economic instruments** such as funding mechanisms, incentives, and various economic assessments for management purposes.
- RESCCUE did not, however, have unrealistic expectations for such instruments or assume that trialling them would automatically lead to their wholesale application. **The project’s aim also had a strategic purpose** in that it sought to **strengthen a common approach to the environment in stakeholders’ interactions at various levels** and to **place the issues at hand on the agenda**, while helping overcome resistance to the required change.

What had the activities undertaken taught us about this threefold aim by the project’s end? What lessons can we now draw from reality on the ground in terms of RESCCUE’s operational effectiveness at the two very different sites chosen by French Polynesia, the instruments trialled and the project’s strategic environmental effects?

These issues were discussed in four main sessions:

- the first was devoted to taking stock of the overall project in terms of concrete achievements and observable changes;
- the second to the various ICM tools and their usefulness for operational purposes;
- the third to the economic instruments trialled at the site during the project;

¹ An expression coined by Marie Lescroart. The services referred to are those rendered to human activity by ecosystems.

- and finally, the fourth to the lessons learned from the project and RESCCUE's set-up in French Polynesia with regard to involving and strengthening stakeholders in environmental management.

These issues were discussed via presentations in plenary session together with feedback from participants on their experiences and through group work aimed at drawing lessons from these different angles.

Session 1: Overall project review (achievements and observable change)

Action first – a major advantage for a project requiring strong commitment

A **broad range of activities** were carried out on both the Gambier and Moorea sites. In the Gambier Islands, major studies were conducted into issues relating to household and pearl-farming waste. The waste was identified, sorting practices strengthened and the potential for reuse of plastic waste from pearl farming explored. At Opunohu erosion-prevention measures were initiated involving farming methods and vetiver planting for soil stabilisation purposes. Several activities were carried out on both sites as part of biodiversity-conservation and invasive-species-control strategies. Mooring construction proposals were also made to improve impact management and regulate related services.

Some achievements at Opunohu were supported by parallel INTEGRÉ initiatives and benefited from joint action. The marine area management plan (PGEM) review also provided a valuable opportunity for organising activities. Although the Gambier Islands did not benefit from such parallel support, prior discussions about pearl-farming waste with the DRMM (French Polynesia Department of Marine and Mining Resources) provided strong support for implementing trials.

The experience on both French Polynesian sites confirmed how **important it had been to have on site pre-existing human capital**, which was then strengthened under the project. It was a *sine qua non* for implementing activities and, in this case, needed strengthening. All the participants highlighted the role played by the operator as well as the human resources allocated by the municipal authorities to both support and launch activities.

Later, as concrete results began emerging, they led to new partnerships and fresh ties between stakeholders, which in turn required major human-resource investments and a shared cross-sectoral vision.

Activities that led to changes in the relationships between stakeholders

The activities on both sites led to **new relationships** between stakeholders, i.e. between professionals and government agencies and between local residents when activities organised by associations were developed. It was during the discussion process that the **trust-based** relationships required for involving stakeholders were built or strengthened. Invasive-species control on Moorea also illustrated how training in this area led to best practices being widely disseminated and large-scale activities set in motion.

The accent placed on action by RESCCUE also **spurred on** the technical departments to become involved. Valuable assistance was provided by Territorial authorities from various budget heads, including the Tourism Department who intended to pursue their involvement in the following year from their own funds to build moorings in the Gambier Islands, where most progress had been made on the issue.

Because RESCCUE was implemented on both the Gambier and Opunohu sites in French Polynesia, attempts were made to **pool** and share experience between the two, although some participants would have wished to see more exchange.

Concrete achievements that need to continue

Although the activities on both sites were successful, the lessons-learned workshop participants did raise some questions about their effectiveness and continuity. Everyone agreed that **the foundation had been laid with RESCCUE** for both improved integration of sector-based concerns and strengthened collaboration between the local and territorial governments. This led to concrete achievements in integrated coastal management, despite the differences between the two sites, with Moorea benefiting from both the INTEGRÉ project and a PGEM:

- On **Moorea**, RESCCUE had been able to use the human capital brought together under INTEGRÉ and pursue **a consultative approach to leverage future activities** by seeking to involve the diverse stakeholders there.
- The commitment of the **Gambier Island** municipal authorities led to **a roadmap being developed and set off or ramped up a variety of activities designed to emerge and expand in the long term**, such as improved household waste collection, seabird habitat and population restoration, cane-toad and invasive-ant control, pearl-farming waste recovery involving the private sector, and pollution control. The activities are expected to strengthen efforts in this area by attracting more human and financial resources to them.

The challenge of sustaining the approach beyond the life of the project depends on specific factors related to the differences in context between the two sites. On Moorea, it consists of extending the consultative process and raising the resources to continue activities, while in the Gambier Islands the challenge is to continue implementing the roadmap by involving the pearl-farming industry.

In any event, the process can only be sustained by providing technical, human and financial resources. RESCCUE depended heavily on operators to combine these resources, as they had rallied and managed them. The participants were mindful such facilitation work was crucial for ensuring the approach remained viable going forward and felt this was probably the chief challenge to the activities' sustainability. As a result, a territorial public policy coordinator position was created in the Tuamotu and Gambier Subdivision (CTG). The situation is such on both sites now that suitable municipal human resources should remain available in the future to conduct facilitation work, as two positions have been made permanent, i.e. one part-time in the Gambier Islands and one full-time on Moorea. Long-term funding, however, remains an issue.

In order to obtain such funding, **a balance needs to be struck between government funding and developing business initiatives or economic and funding mechanisms** that would add value to the activities carried out or to the effects they have on the environment. The discussions in the Gambier Islands on assistance for sustainable pearl-farming practices, therefore, explored the feasibility of a dozen or so funding mechanisms. The commitment made by French Polynesia's Tourism Department to fund restoration work to Tahiamanu Beach and develop mooring areas in 2019, as well as to invest in the Papetoai visitor centre, were all welcome developments towards keeping RESCCUE-driven activities sustainable.

French Polynesian authorities also wished to nurture and assist young project leaders in a socially-responsible, community-based approach so as to help gain recognition for the value generated by such preservation initiatives. This would be a major asset for fostering ownership by local communities of RESCCUE activities in various forms.

[New operating practices that require maintaining and stabilising](#)

Generally speaking, the consensus among participants was that the project was well coordinated locally among the various stakeholders. **Having a permanent locally-based operator led to genuine common commitment to RESCCUE in the municipal areas.** This common commitment led to fresh partnerships between stakeholders operating at different levels, i.e. closer interaction between government agencies and the communities generally as well as between certain territorial and municipal departments, territorial technical agents and local associations and even with the private pearl-farming industry, and the involvement of schoolchildren and hikers in invasive-species control efforts. **The participants saw these strengthened relationships as capital, i.e. an asset that would not disappear now that new operating habits had been introduced.**

The local facilitators played a pivotal role in this area. They were in a position to disseminate information on project issues and activities through meetings, signage and, above all, direct contact with members of the public who came to see them daily at the town hall on all sorts of business. Also, **major door-to-door canvassing** was carried out on both sites, particularly in the Gambier Islands, and participants said it was key to garnering community participation and eliciting personal commitment to biosecurity or waste-management issues, for example. It was important that each stakeholder passed on the project message on these issues, including through their family and work contacts

Efforts to organise stakeholders around the project also required or benefited from **new local groups that were set up.** On Moorea, the fisheries committees that emerged from the consultative process under the PGEM review helped represent and involve them in activities in a coordinated manner.

All the participants attending the lessons-learned workshop expressed **genuine satisfaction over the multi-stakeholder synergy created around RESCCUE** and called on the territorial government and the municipal authorities to work together more closely on these issues that lay at the interface between their respective areas of responsibility.

RESCCUE's work to collect and share the lessons learned provided an opportunity to discuss the changes required in rules and public policy. All the stakeholders emphasised that current

government operations were in need of greater synergy between departments, sectors and areas of expertise, particularly with regard to integrated coastal management issues, which are by definition cross-sectoral and lay at the land-sea interface. The **need for greater cross-sectoral interaction in government operations** had long been identified and was one of RESCCUE's founding principles. It remains a **determining factor in sustaining the approach into the future**, alongside ownership of the issues and activities by the local communities and the economic sectors involved.

Session 2: Strengthening operations with ICM

During this session, both the Moorea and Gambier experiments were presented and the contrast between them became immediately apparent in terms of how the integrated coastal management (ICM) approach had unfolded. While here, as elsewhere, it involved interaction between multiple stakeholders and a consultative process to bring about better cross-sectoral and land-sea integration into public policy, it was also intended to impact on operations, particularly in terms of planning. The second workshop session sought to assess ICM's impact on operations through group discussions following on from presentations during which the participants highlighted the defining features of each site's approach in this area and the differences between them.

The ICM plan approach as a framework for coordinating activities and stakeholders

While RESCCUE alone set off the process, the *"ICM plan approach provided a tool or work method and strengthened cooperation."* The environmentally-based aim of combining sea and land activities into a single approach served as a useful framework for strengthening bonds between stakeholders. On both sites, the approach was designed as a process starting with a baseline study and then working towards an action plan. It was through this methodological structure that the focus was maintained on collective discussion for the purposes of matching up the activities with stakeholders who would be able to help implement them.

The approach was implemented differently on each of the two sites, however, suggesting there were two possible pathways for designing integrated coastal management, depending on the context. The processes were determined by the **different roles assigned to consultation while developing and actually implementing activities.**

Consultations supporting operational activities in different ways

The approaches adopted on both French Polynesian sites made use of consultation and discussion with the local communities and stakeholders, and yet highlighted a difference in the importance attached to two issues that could arise when seeking to develop concrete and sustainable ICM activities, namely:

- how to **build a common vision** based on shared values that aims to decompartmentalise the stakeholders' involvement and elicit a commitment to action by as many of them as possible; and
- how to **enlist** the affected communities' **support for the operational goals** of improved environmental management so that they take ownership of the activities to be carried out.

Two different views on the emphasis given to these concerns emerged from the group discussions and, therefore, two different pathways followed by the Moorea and Gambier sites.

- In the **Gambier Islands**, emphasis was placed from the very start on developing a plan setting out the operational goals of ICM. The municipality took on the task of collecting the information, preparing a roadmap and organising public meetings to **present** and adjust the **action points** and explain what the plan would help achieve. In addition to workshops, door-to-door visits were made to people who had been too busy to attend the meetings so as to fine-tune the understanding of local needs and **feed it into the activities**. The management plan was presented to the community but also in schools so as to more widely **disseminate** the information and it was also aired at the French overseas territory symposium by the municipal authorities. All the work undertaken was presented to a press committee to **facilitate ownership** of the project **to the fullest extent** possible.
- On **Moorea** the design phase consisted of a **local sustainable development process** based on a **shared baseline assessment** following door-to-door canvassing to collect as many viewpoints as possible and present the approach's issues and objectives plus a **governance system**. Based on the assessment, i.e. this **common vision**, meetings were held with certain user categories to produce a medium- to long-term vision and decide what activities to implement. They suggested setting up a local development committee and advisory panel (a task that is still outstanding) and an association was set up to collect association projects at Papetoai.

A land-sea relationship ensured essentially by the process

Fairly few activities explicitly highlighted the relationship between land and sea issues on either French Polynesian site. They chiefly focused on biodiversity, like the Opunohu eel trail, for example, and erosion-control activities, sometimes alongside seabird habitat conservation, farm-waste pollution or waste management.

Participants felt the **cultural aspect** combined with participation by a variety of users constituted the **“common thread” running through the approach and conveyed the Polynesian concept of the relationship between land and sea**. It was believed on both sites that collective meetings were not sufficient for drawing the participation required to strengthen the cultural aspect and that other more customised methods were required. Door-to-door canvassing to share, explain and understand community needs proved particularly effective for nurturing ownership of the issues and setting them into the context of the local culture.

All the participants emphasised the importance of having a facilitator who was fully devoted to the approach and the need for municipal councillors to take ownership of it. They also emphasised that, because the land-sea-relationship approach was **cross-sectoral, cooperation between territorial departments and between the latter and municipalities needed strengthening**, some registering their disappointment that RESCCUE had encountered issues in this regard, going so far as to say it had been a **stumbling block**. They warmly

welcomed the French Polynesia Government's announcement that it would create a CTG position in the Gambier Islands to facilitate policy coordination.

Session 3: Economic analyses and instruments in support of environmental management

In keeping with the RESCCUE-promoted “demand-based” methodology,² the economic approaches developed for both sites were defined based on discussions with the RESCCUE project leaders to determine the economic analysis needs. The broad range of studies and trialled tools could be divided into two main categories, namely **economic analyses** used to trigger changes in stakeholder behaviour and **economic and funding mechanisms** to identify financial incentives and sustain activities going forward.

The first category contains seven economic assessments carried out on three major types of tool based on their objectives, i.e.:

- information for heightening awareness of the importance of an issue;
- technically determining the scale of budgetary mechanisms or funding to foster change in practices; or
- decision-making aids providing arguments for choosing between action options.

The studies conducted on both sites led to progress in various areas, but stakeholders were reluctant to take ownership of them.

Economic analyses for convincing: a question of information reliability and building trust

The example of **agriculture** and the related erosion issues on Opunohu show that figures are worthless unless they are shared with and owned by the stakeholders themselves. Available figures on this agricultural issue were not particularly lacking and having the most exhaustive information possible was important for advocacy purposes, but the figures did not speak for themselves. So a small group of farmers needed to be motivated enough to trust them. Nevertheless the approach remained limited to raising awareness of the erosion issues related to growing pineapples and no significant changes have as yet been observed in practices. The government does, however, now plan to ban farming on excessively steep slopes based on the information produced.

The studies on the impact that pearl oyster farming in the Gambier Islands has on French Polynesia's economy provided a different perspective. The obstacle they encountered was the reliability of economic data based on nationwide French accounting figures that lost relevance in a small territory. The studies in the Gambiers showed that it was appropriate to do local fieldwork so as to collect the most accurate information.

² A scoping exercise with locals to define their economic analysis needs rather than offering standard studies.

It would appear that **major investigative work within the territory on specific issues would be required to ensure the figures produced are credible** and that the main stakeholders take ownership of them by sharing the data.

Economic analyses to help technically define activities and fund them: a question of credibility and feasibility

Other studies were carried out to help technically define activities, particularly with regard to household and pearl-farming waste in the Gambier Islands. Such economic approaches had two defining features. First, they explored the various technical solutions for overcoming the difficulties and defining activities and, secondly, they targeted the different stakeholders who were likely to be involved in implementing activities. They essentially served to **establish a link between the technical solutions and any potential funding** for them.

These assessments often recommended scenarios that lent credibility to the suggested activities by having the stakeholders discuss them in the light of current practices and their ability to implement them. The scenarios also involved government, which was in a position to fund the activities and keep them sustainable. The discussions in the Gambiers were held against a backdrop of a potentially circular economy and **one study proved that some changes in pearl-farming waste management were technically and economically feasible**.

While initial funding from ADEME and DRMM for the investments did not raise any particular problems, **feasibility was called into question due to uncertain future fundraising**. The circle of stakeholders, therefore, needs to be widened to include partners who could pave the way for co-funding, which could in turn lead to activities on a larger scale, although such developments would probably require discussions at the territorial level to coordinate the skills and potential offered by public and private stakeholders.

Economic analyses for choosing and driving solutions: a question of legitimacy

Two studies of this sort were conducted, one on redeveloping the Tahimanu Beach coastline on Moorea and the other on various mooring management scenarios in the Gambier Islands. Both were small-scale studies, which is probably why they did not give rise to much discussion during the lessons-learned workshop. With regard to the moorings, it was pointed out that the issue should be handled in terms of oversight of all lagoon activities, which could then lead to moorings being integrated into the other activities and co-funding identified. Having the revised Moorea PGEM approved would be a major milestone in this regard.

As such analyses were closely tied to decision-making processes, they always raised the issue of the research sponsors' and operators' legitimacy for implementing any activities that might result from them and the question of the funding for implementing study recommendations. The technical departments also sometimes failed to take sufficient ownership of them, as they were unaccustomed to such research.

The workshop discussions showed that such studies and any others that touched on the funding issue were faced with local government stakeholders' lack of power to design new funding mechanisms that often required them to call on higher territorial authorities and business stakeholders in the relevant industries.

Funding mechanisms: equity and sovereignty issues

For RESCCUE, both French Polynesian sites were highly productive in terms of studies on funding mechanisms with no fewer than 17 instrument feasibility studies submitted to the relevant departments. They mainly looked into assistance for sustainable pearl farming and agriculture, but also the feasibility of mooring and waste fees, discussions on greener primary-industry taxation and government subsidies, and possible payments for ecosystem services related to shark watching off Moorea.

Participants considered the equity issues surrounding the implementation of new funding mechanisms. The issue of **recognition for the environmental quality** of practices was discussed in depth and potentially new marketing strategies using labels were raised. This had already been achieved in agriculture and was being considered for pearl farming, the idea being to foster changes in practices through self-funding derived from better-marketed products. Discussions on **fee-levying or taxation systems** raised the question of the mechanism's fairness and the dilemma that often arose as to whether to apply the polluter-payer principle or assist polluters in changing their practices so as to comply with new regulations or strive towards higher sustainability ambitions. The link between coercive regulatory mechanisms, communication about the issues and funding mechanisms was also highlighted, as it was one of the conditions of the approach's success.

The workshop showed that **discussions about funding often led to debate on issues of sovereignty and government powers**, as taxation is under the territorial government's jurisdiction. Municipal authorities **do not always have room for manoeuvre**, which can be a genuine obstacle to keeping activities sustainable or even initiating them when funds were lacking.

In conclusion, it was suggested that pragmatic workaround solutions could be found for such difficulties by seeking arrangements between the stakeholders involved on the ground as each case arose. **Environmental issues would, therefore, need to be incorporated into local economic practices**, so that everyone could participate as best they could. An agreement could be signed by the stakeholders setting out the agreed framework and striking a balance between the efforts contributed by the parties.

Session 4: Involving and strengthening stakeholders in environmental management

The final session focused on RESCCUE's contribution to involving the different types of stakeholder in environmental issues, which included various organisations from the municipal authorities to the territorial government and SPC, as well as social and economic stakeholders and communities. The operators' role was viewed as pivotal, although coordinating with such a broad range of stakeholders sometimes proved challenging. The three working groups discussing stakeholder involvement dealt with the following points:

- the relevance of the planning framework (ICM) for extending and strengthening cohesion within the collective-action group committed to preserving the environment;

- the role of training and mentoring in imparting and honing the skills required for nurturing their commitment; and
- RESCCUE's contributions to and limitations in supporting the environmental collective-action group.

The participants appeared particularly keen on discussing three sources of strength for community action, namely the central role played by community relations in the actual operations and in stirring people into action; the importance of the strategic planning framework for involving stakeholders in collective learning; and the government support required for consolidating the approach.

Motivating people to act through community relations

On both French Polynesian sites, RESCCUE established **community relations** to facilitate the project by involving the various local stakeholders who would be directly affected by any activities set up there. In addition to public meetings, the facilitators spent many hours meeting communities in person and a **broad range of information channels** was used to reach out to them more effectively. The Gambier Island facilitator, for example, had other administrative duties within municipal government and could use them to discuss project issues with the communities. He also used church announcements, as 90% of the population was Catholic. This channel proved much more effective than the more divisive political channels, which could hinder information dissemination. Internet (Facebook) also proved an excellent communication vehicle in the Mangareva community.

During biosecurity and biodiversity courses, people were given hands-on training and could see through example how useful such learning was. Creating trust was a particularly important part of the learning phases and could not have been done without **informal, in-situ contact in both a learning and environmentally-aware context**. This type of people-centred rather than "audience-targeted" capacity building has the advantage of being particularly in-depth for the learners, but also involves a considerable amount of risk. As pointed out by some participants, people could suddenly withdraw for unexpected reasons quite unrelated to the quality of the training provided, such as other opportunities arising or the changing course of their personal lives, and the investment made in them be lost.

Other **community information options** were used including short documentaries on local television channels and field trips, etc.

While all agreed that these activities were crucial for motivation and knowledge-dissemination, the quality of the facilitators and experts proved to be particularly significant in both technical and human terms.

Fostering collective learning through strategic planning and discussion (ICM)

Developing an area strategy involves baseline-assessment-sharing phases and discussion workshops to design activities, both of which aim at organising collective action. This work is often an opportunity to **coordinate stakeholders**, as demonstrated by the fisheries committee set up on Moorea with representation throughout the island and which assisted in developing industry policy. Participants expressed great satisfaction several times during the meeting at

the many meetings held (200 on Moorea to review the PGEM), because the communities could make their voices heard and discuss the environmental issues that affected them in their daily lives. In the Gambier Islands, however, it had been **difficult to gather the local community regularly, because of their very busy work schedules.**

A good strategic planning methodology was a major asset, as it involved everyone over time by making the various upcoming stages visible and helped organise the stakeholders.

Keeping the approach sustainable through government support organised by RESCCUE

As previously stated, local facilitators play a key role. The participants also highlighted that the operator plays a pivotal role in initiating the approach and helping organise activities. This innovation by RESCCUE was appreciated, because participants said **the operator appeared neutral on the ground.** The lessons-learned workshops also discussed the usefulness of the RESCCUE system for creating interaction between the levels of government and stabilising achievements in the long term.

RESCCUE, a regional project, aimed to make ICM operational and broaden its scope by ensuring local ownership and sustainability. Having a high-quality system was, therefore, a major factor in involving the stakeholders who could obtain **government support** through it, thereby guaranteeing that the effort put into the activities would be recognised and that they would be sustainable.

Although the system occasionally seemed too complicated locally, the participants felt it had had the advantage of helping them **understand the bigger picture** as it related to their daily experience and inspiring them with new ideas when comparing their situations with other RESCCUE sites.

While the operator played a crucial role in galvanising local goodwill and fostering collaboration between departments, participants emphasised that **the quality of the bilateral agreements between French Polynesia and SPC and between SPC and the operator was key.** They were disappointed that the operator was sometimes at loggerheads with widely-differing local, national and regional expectations without being able to request arbitration. Calling into question the local-operator model, on which RESCCUE's initial design was based, the operator wondered whether a tripartite agreement, for example, would have been more effective for managing such a situation.

In any event, it would appear that **improving government support in a post-RESCCUE scenario was an issue that could best be resolved by improved interaction between the municipal and territorial governments.**

Brief Summary of RESCCUE Lessons Learned in French Polynesia

... Regarding achievements and observable effects

- Having an operator clearly led to maintaining the collective momentum across the territory by developing new stakeholder relationships and partnerships.
- Having human capital prior to the project (to be strengthened by it) was a *sine qua non* for success on site. The sustainability issue, particularly in terms of future funding, was also very relevant.
- Collective action in municipal areas led to new partnerships between stakeholders at different levels, i.e. between government agencies and the public in general but also to closer relations between some territorial and municipal departments and between territorial technical departments and local associations or the private sector; and to the involvement of schoolchildren.

Regarding operational strengthening through ICM

- The strategic planning approach was a framework or work method for strengthening cooperation and staying on a steady course in collective discussions aimed at organising action.
- The discussions during these integrated-management processes could take on different forms, depending on the approach's objectives and on whether improved ownership of the desired activities by the stakeholders or the need to develop the activities' foundational vision and values jointly with the stakeholders was most important.
- Because the approach combined land and marine issues, cooperation between departments and between the municipal and territorial governments needed strengthening.

Regarding the contributions of economic approaches to environmental management

- In order to be convincing, economic studies needed to be based on reliable information that was shared with the relevant stakeholders, which often required fieldwork, such as data collection and discussion workshops.
- Economic analysis lent credibility to new, more sustainable technical options, as it specified how they would be feasible and funded.
- Innovative funding mechanisms for showcasing environmentally-sound approaches raised equity and sovereignty issues that complicated their adoption by government and restricted the role played by RESCCUE facilitators, particularly operators, at this level. More emphasis often needed to be placed on integrating environmental issues into local economy (labels and the circular economy).

Regarding stakeholder involvement and strengthening for the environment

- Motivation for operations was provided by developing community relations that involved everyone.
- The strategic planning framework with its programmed discussions over shared baseline assessments and for defining the activities to be implemented, was also a collective-learning opportunity that attracted interest.
- Keeping the approach sustainable also required government support organised by RESCCUE, but which, in the long run, needed better interaction between levels of governance from municipal government to Pacific regional organisations.

Appendix 1: Participant list

Appendix 2: workshop programme

DAY 1

8.30 a.m. – Welcome coffee

9 a.m. – Opening remarks (DIREN + SPC)

9.15 a.m. – Introduction (AScA) (20')

Session 1 – Overall project review: concrete achievements and observable change

Review presented by the operator followed by discussion with participants

Session 2 – Lessons learned about ICM: how to strengthen its operational contributions to activities

Feedback presentations followed by participatory analysis in working groups

Meeting adjourned at 5 p.m.

DAY 2

8.30 a.m. – Opening remarks

Session 3 – Helping with technical approaches: what is the role of and value added by economic analyses and mechanisms in supporting changes to practices

Feedback presentations followed by participatory analysis in working groups

Session 4 – Planning tools, capacity building and RESCCUE governance: lessons learned for attracting and strengthening environmental management stakeholders more effectively

Feedback followed by participatory analysis in working groups

Meeting adjourned at 5 p.m.