



SPC
Secretariat
of the Pacific
Community



Transport Services

Implementation Plan

2015–2020

Transport Services Implementation Plan
2015–2020

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FOREWORD

The *Framework for Action on Transport Services* (FATS) was formulated in response to calls from Pacific Leaders for greater coordination and delivery of safe, secure, affordable and competitive regional transport services. Its design is underpinned by the *Forum Principles on Regional Transport Services* and the *Pacific Plan*.

The *Pacific Plan* calls for a coordinated approach to enhancing economies of scale and effectiveness in addressing regional transport services. There is widespread agreement that the Secretariat of the Pacific Community (SPC), through its Economic Development Division (EDD), has a role in providing technical advice and developing human capacity in the transport sector in close collaboration with SPC members and other stakeholders.

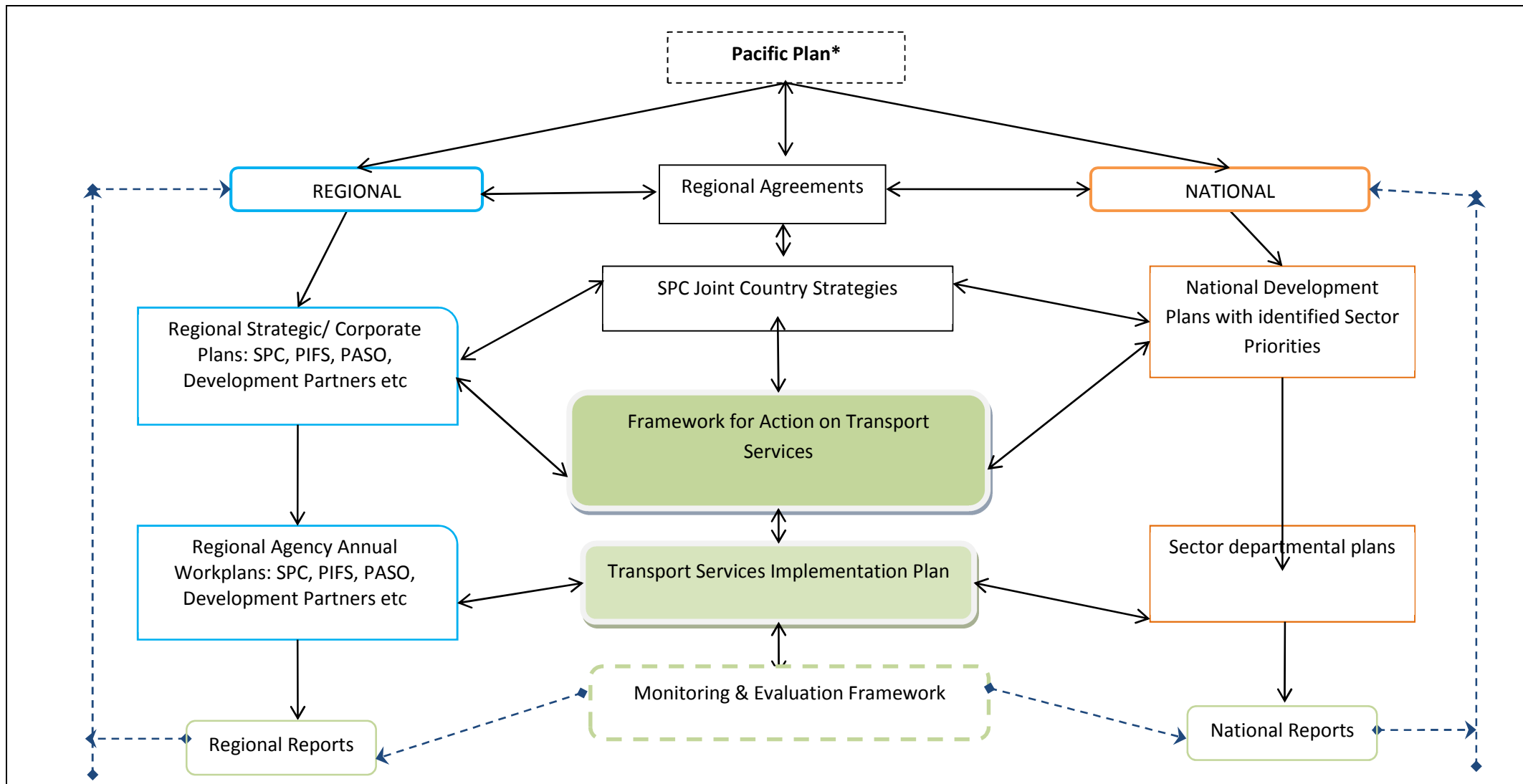
Coordinated by SPC, Pacific Island countries and territories (PICTs), together with regional and international development partners, have been actively engaged in the development of the framework and its implementation plan since November 2010. After extensive consultations, the FATS was endorsed at the transport ministers' meeting in April (Noumea, New Caledonia) in 2011. The *Transport Services Implementation Plan* (TSIP) is the operational plan for the FATS.

The TSIP highlights actions needed to create an enabling environment to support and harmonise national and regional efforts to achieve safe, secure, affordable and competitive transport services.

This implementation plan acknowledges that the sovereignty of PICTs is paramount; the plan does not override the decisions of countries and territories to adopt and implement their own national policies and implementation plans.

Figure 1 on page 2 demonstrates the linkages between the TSIP and the 'Pacific Plan' and other planning activities.

Figure 1: THE TRANSPORT SERVICES IMPLEMENTATION PLAN AND ITS LINKS WITH OTHER STRATEGIC PLANS



* The 'Pacific Plan' is currently the subject of a review with Ministers to consider recommended changes in the 2nd quarter of 2014. The current linkages described above will need to be reviewed once a revised framework is in place.

1. Overview

The *Transport Services Implementation Plan* (TSIP) describes the services that SPC and the Pacific Aviation Safety Office (PASO) will coordinate and manage for their members, with corresponding phased activities that emanate from the *Framework for Action on Transport Services* (FATS). SPC will seek to engage other stakeholders involved in maritime and aviation matters in promoting complementary actions.

The sovereignty of PICTs is paramount. National policies and plans provide the principal means of achieving safe and secure transport services in each country and territory. The TSIP will support national plans where it can add value to the national development agenda in the transport sector.

TSIP links directly to the long-term objectives and key priorities identified for each of the seven themes of the FATS. To enable the impact and effectiveness of regional responses to be measured, TSIP identifies targets and milestones for specific regional activities for each theme.

TSIP includes guiding principles and identifies regional responsibilities and action themes to improve transport services. Although the delivery of transport services to PICTs involves many stakeholders, the coordination function at the regional level is attributed to one lead agency – SPC. It includes centralising coordination of external assistance for capacity development, capturing progress through monitoring and evaluation (M&E process), and aggregating information.

TSIP is a living document; it will continue to be refined in the coming years as the Pacific region makes progress in implementing transport safety and security initiatives at regional and national levels, driven by international obligations. Within the set timeframe (2015–2020), actions are both short- and long-term. A mid-term review will be conducted.

2. Vision, goals, outcomes, guiding principles and coordination

The *Transport Services Implementation Plan* (TSIP) has been developed through the vision and goals enshrined in the *Framework for Action on Transport Services* (FATS), which was unanimously endorsed in 2011 in Noumea, New Caledonia, by all 22 PICTs.

2.1 Vision

A secure and prosperous Pacific Community through improved transport services

2.2 Goal

- i. Access to safe, secure and competitive transport services
- ii. Sustainable, reliable and affordable transport services

2.3 Outcome

Enhanced economic development for Pacific communities through effective responses to transport challenges

2.4 Guiding principles

TSIP has been developed in accordance with the seven guiding principles of the FATS as listed below:

- national-led solutions supported by regional initiatives compliant with international obligations;
- a coordinated whole-of-sector approach;
- the need for sustainable livelihoods, and recognition of climate change, culture, equity and gender issues;
- the importance of treating transport as an integrated sector;
- evidence-based planning – the importance of transport statistics;
- appropriate investment in human capital;
- a ‘many partners, one team’ concept.

These principles provide the parameters within which the relevance and appropriateness of regional initiatives should be assessed. They form the basic strategic direction for the SPC-EDD’s Transport Programme and will inform how partners should work together and with PICTs.

2.5 Coordination

The Pacific Transport Ministers' Meeting in Nuku'alofa, Tonga (May 2009) agreed on key priority areas to be addressed, including regional and donor coordination and strengthening of the delivery of safe, secure and competitive regional transport services. Although this goal involves many stakeholders, the coordination function at the regional level, which includes centralising coordination of external assistance for capacity development, capturing progress through monitoring, and aggregating information, is attributed to one lead agency – SPC.

All partners need to work as a team to implement the FATS which is enshrined under the concept of 'many partners, one team' and does not affect bilateral and national-level arrangements.

Acting as the lead agency in the Pacific region, SPC through EDD's Transport Programme, focuses on delivering the following core regional services:

- provision of technical, legal and policy advice on transport issues;
- assistance in maintaining compliance with international maritime and aviation obligations;
- building capacity of PICTs to meet international maritime safety and security requirements and enhance transport services;
- monitoring and evaluation of transport development in the Pacific region;
- provision of transport statistics, information and networking; and
- provision of interagency coordination and secretariat services.

TSIP is a living document, and it will continue to be refined in the coming years as the Pacific region makes progress in implementing transport safety and security initiatives at regional and national levels, driven by international obligations. To monitor this progress, a transport oversight group (TOG) shall be formed, consisting of representatives from the Melanesian, Polynesian and Micronesian regions; small island states; regional aviation and maritime associations; and donor agencies. This oversight group will meet at least once a year to monitor and report to PICTs on the progress to the implementation plan. A full report will be furnished at each regional transport ministers' meeting.

3. Regional responsibilities

TSIP focuses only on regional interventions that are aimed principally at supplementing capacity and providing support to national governments and stakeholders in implementing their own policies and plans.

Regional initiatives should help PICTs improve economies of scale and also provide support in other areas that individual countries and territories cannot effectively address. Regional initiatives/interventions should supplement, enhance and add value to national capacity. Below are examples of the types of initiatives that could be coordinated/implemented at the regional level.

3.1 Economies of scale

Issues, opportunities and constraints for improving transport service arrangements at regional, subregional and, in some cases, national levels can be assessed. Assistance can be provided to individual PICTs or groups of PICTs to develop and implement improved arrangements, such as transport service agreements, franchising or nexus port calling, with relevant advice on institutional arrangements, procedures and bylaws.

3.2 Development and harmonisation of standards across the region

Assistance can be provided for developing regional or sub-regional technical standards for a range of transport topics, such as crew training; auditing; cargo handling, storage and logistics; and transport safety, security and efficiency (e.g. in maritime, aviation, ports and facility performance). Support can also be provided for developing business excellence models, implementing agreed standards, and evaluating and monitoring implementation of standards.

3.3 Regional leadership, strategic engagement and advocacy

Assistance can be provided for mobilising resources for the region and for individual PICTs to support implementation of regional and national transport policies and plans. Information on PICT national activities funded through bilateral processes could be regularly reported by SPC, PASO or other regional organisations and be part of the monitoring of priorities identified in this plan and national implementation plans. Advocacy of Pacific issues at the international level needs to be strengthened and could be promoted to a broader audience through regional representation by SPC and PASO at the assemblies of the International Maritime Organization (IMO) and the International Civil Aviation Organization (ICAO) respectively, as well as through closer collaboration with Australia, New Zealand and the United States of America.

3.4 Capacity building/supplementation and skills transfer

Where practical, transport sector education and training can be provided at a sub-regional or multi-country level. This training should be supported regionally and should be at the approved and accepted regional or international standard for domestic and international operations. In general, finance should be made available for scholarships and other programmes to train Pacific Islanders at sub-degree and degree level in technical, management and policy aspects of transport.

3.5 Policy analysis, research and development

There should be regular dialogue with each PICT on national issues and priorities, and regular progress reporting. Work at the regional level could provide practical analytical support to PICTs in a range of technical and policy areas such as: (a) the status of new and rapidly developing technologies (e.g. GIS tracking, Google Earth imagery, biofuel to diesel ratios) and their applicability to the region and to individual PICTs; (b) case studies on experiences with transport sector administration and management approaches (e.g. cooperative code-sharing transport arrangements, companies with best practice models like business excellence, and industry stakeholder consultations by regulators); (c) petroleum contracting and financing mechanisms for expanding bulk procurement efforts; and (d) the potential for environmental protection/climate change adaptation in the Pacific.

3.6 Systems for data collection, analysis, reporting and information dissemination

Suitable mechanisms (regional and national) for transport sector data and information collection, consolidation, validation and management can be developed as required to support effective decision-making. Data on new and emerging transport issues (e.g. search and rescue technologies, tariff pricing structures, intra-regional trade, air and sea port assets) should be assessed, stored in a regional repository and made available in a useful form for policy-makers and prospective developers.

4. Themes and action/activities

Implementation of the FATS will primarily occur at the national level, and its success will depend on the support and commitment of PICTs, development partners and other stakeholders. Seven themes for action have been established to assist PICTs in their national planning and implementation of efforts to achieve safe and secure transport in the Pacific, consistent with national and regional responsibilities outlined in the FATS. The themes embody the seven guiding principles described earlier. The seven themes are:

- 1- leadership, governance, coordination and partnerships;
- 2- capacity development, policy, planning and regulatory frameworks;
- 3- transport safety and security;
- 4- improved access;
- 5- environmental impact, technology and energy;
- 6- transport data, information and knowledge; and
- 7- sustainability, monitoring and evaluation.

Each theme is described in detail below with expected outcomes, objective(s) and key priorities that will contribute to achieving the vision and goals of the *Framework for Action on Transport Services* (FATS).

For each of the seven themes, regional actions/activities are provided for the next six-year period, 2015–2020, for implementation. To the extent practicable, the actions are prioritised, lead agency/responsible partners are indicated, and funding requirements are estimated (*see Annex*).

Based on a phased approach, TSIP identifies three levels of priority for regional activities:

high priority – essential activity for delivering on key priorities;

medium priority – activity considered important for delivering on key priorities; and

low priority – activity considered important for delivering on key priorities, subject to availability of resources.

Expected outcome

Strong leadership, good governance, effective multi-sectoral coordination and partnerships for safe, secure, regular, reliable and affordable Pacific regional transport services

Objective

High-level, cross-cutting support for well designed enabling environments for the provision of transport services with attention to economic regulation

Key priorities

- 1.1 Commitment to strong leadership and good governance
- 1.2 Regional and subregional coordination where appropriate
- 1.3 Commitment of development partners to transport sector development
- 1.4 Strategic engagement with international organisations
- 1.5 Better delivery of services by existing regional organisations
- 1.6 Coordinated approaches to issues of market access and liberalisation of service provision

1.1 Commitment to strong leadership and good governance

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|--|---|--|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 1.1.1 Support a regular exchange of information and reports (inclusive of risk assessment and management) with transport ministers, donors and related meetings | <ul style="list-style-type: none"> Annual reports Annual transport oversight group meeting | SPC/development partners | | | | | | | Low |
| 1.1.2 Undertake a TSIP mid-term review | <ul style="list-style-type: none"> TSIP reviewed by end of 2016 | SPC/development partners | | | | | | | High |
| 1.1.3 Ensure TSIP activities support and complement national issues | <ul style="list-style-type: none"> Mid-term review shows TSIP activities contribute to achieving national priorities | SPC/development partners | | | | | | | High |
| 1.1.4 Provide advice on institutional governance | <ul style="list-style-type: none"> Advisory mission completed for two PICTs per year | SPC/development partners | | | | | | | High |
| 1.1.5 Support the Improvement of leadership and management skills for senior transport officials or cabinet members | <ul style="list-style-type: none"> Number of seminars or cabinet briefings conducted per year on compliance with international transport obligations | SPC/PASO/PIFS/ other development partners | | | | | | | Medium |

1.2 Regional and sub-regional coordination where appropriate

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|---|--|---|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 1.2.1 Maintain ongoing collaboration with regional organisations, regional maritime and aviation associations, and development partners | <ul style="list-style-type: none"> Transport oversight group meetings involving multiple agencies | SPC/SPREP/stakeholders/development partners | | | | | | | Medium |
| 1.2.2 Partners in the development of projects engaged with to address cross-cutting sectoral issues | <ul style="list-style-type: none"> Number of projects involving multiple agencies | SPC/SPREP/stakeholders/development partners | | | | | | | Medium |
| 1.2.3 Hold Triennial joint ministerial meetings for energy and transport (in conjunction with meetings of officials) | <ul style="list-style-type: none"> Joint ministerial meetings held in April 2017 and 2020 | SPC/SPREP/development partners | | | | | | | High |

1.3 Commitment of development partners to transport sector development

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|---|---|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 1.3.1 Secure regional and bilateral funding to support transport sector development | <ul style="list-style-type: none"> Number of partners funding projects | SPC/development partners | | | | | | | High |

1.4 Strategic engagement with international organisations

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|--|---|---|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 1.4.1 Maintain engagement with International organisations to support EDD transport development goals | <ul style="list-style-type: none"> Number of meetings, proposals and partnerships with international organisations | SPC/PASO/PIFS/ development partners | | | | | | | High |
| 1.4.2 Establish an alliance of Transport associations to strengthen the Pacific voice at international level | <ul style="list-style-type: none"> One transport alliance established in the Pacific | SPC/PMTA/PacMA/ development partners | | | | | | | High |

1.5 Better delivery of services by existing regional organisations

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|--|---|---|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 1.5.1 Ensure service delivery is benchmarked against international standards | <ul style="list-style-type: none"> Baselines studies completed by end of 2015 | SPC/PASO/ development partners | | | | | | | Low |
| 1.5.2 Adequately resource SPC and PASO to effectively deliver transport services | <ul style="list-style-type: none"> SPC and PASO staffing positions funded and filled under the FATS' requirements | SPC/PASO/ development partners | | | | | | | High |
| 1.5.3 Promote partnerships through provision of secretariat and treasury services to professional regional associations | <ul style="list-style-type: none"> Pacific transport sector voice effective at international level by 2020 MOUs between professional regional alliance and SPC in place by 2017 | SPC/PMTA/PacMA/ development partners | | | | | | | Medium |

1.6 Coordinated approaches to issues of market access and liberalisation of service provision

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|---|--|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 1.6.1 Facilitate information sharing and collaboration with regional agencies through joint projects to improve provision of regional transport services | <ul style="list-style-type: none"> Harmonised reporting and information access with successful completion of joint projects | SPC/CROP/PASO development partners | | | | | | | Medium |

THEME 2: CAPACITY DEVELOPMENT, POLICY, PLANNING AND REGULATORY FRAMEWORKS

Expected outcome

Strengthened capacity in public and private sectors and harmonised transport policy, planning and regulatory frameworks to support coordinated and enhanced development of the Pacific transport sector

Objective

Enhancement of supportive policies and legislative frameworks, regulations and other legal and administrative tools necessary for effective management of the region's transport sector

Key priorities

- 2.1 Coordination of partners to establish and advocate international, regional and national regulatory standards for all states
- 2.2 Development and establishment of sustainable national policies, implementation plans and M&E matrices
- 2.3 Regulations, legislation and other administrative and legal tools that meet international standards
- 2.4 Improved sustainable capacity development of national transport sector personnel, taking into account the gender dimension in selection, establishment, delivery, regulation and maintenance of transport services

2.1 Coordination of partners to establish and advocate international, regional and national regulatory standards for all States

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|---|---|---|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 2.1.1 Maintain competency assessment standards for regional qualifications | <ul style="list-style-type: none"> Number of agreements for mutual recognition of PICT qualifications and experience | SPC/PASO/ development partners | | | | | | | High |
| 2.1.2 Review maritime training modules to meet STCW Manila amendments | <ul style="list-style-type: none"> Completed by 2017 | SPC/PacMA/ development partners | | | | | | | High |
| 2.1.3 Coordinate PICT transport development with partners upon request | <ul style="list-style-type: none"> Progress reports against MOUs | SPC/PASO/SPREP/ development partners | | | | | | | Low |
| 2.1.4 Advocate for the establishment and improvement international, regional and national regulatory standards | <ul style="list-style-type: none"> Joint reporting mechanisms Number of aviation and maritime circulars/updates | SPC/SPREP/PASO/IMO/ICAO development partners | | | | | | | High |

2.2 Development and establishment of sustainable national policies, implementation plans and M&E matrices

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|--|--|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 2.2.1 Provide technical assistance and support to PICTs for the development of sustainable national policies and implementation plans | <ul style="list-style-type: none"> Number of policies developed or revised | SPC/SPREP/development partners | | | | | | | High |
| 2.2.2 Provide technical assistance and support to PICTs for the development of national M&E mechanisms | <ul style="list-style-type: none"> Number of national M&E mechanisms developed or revised | SPC/SPREP/development partners | | | | | | | High |

2.3 Regulations, legislation and other administrative and legal tools that meet international standards

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|--|--|---|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 2.3.1 Provide assistance to encourage development, regular updates and harmonization of PICT transport legislation | <ul style="list-style-type: none"> Number of PICTs assisted Number of drafting workshops per year utilising regional pool of legal expertise | SPC/SPREP/ development partners | | | | | | | High |
| 2.3.2 Facilitate collaboration in legal expertise for aviation and maritime | <ul style="list-style-type: none"> Regional resources expanded to include aviation lawyers by 2015 | SPC/SPREP/PASO/ development partners | | | | | | | Low |
| 2.3.3 Provide assistance to develop regional standards to support harmonization of PICT transport procedures and guidelines | <ul style="list-style-type: none"> Number of PICTs assisted with regional standards Number of training workshops provided to PICTs | SPC/PacMa/PASO/ development partners | | | | | | | High |

2.4 Improved sustainable capacity development of national transport sector personnel, taking into account the gender dimension in selection, establishment, delivery, regulation and maintenance of transport services

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|---|--|--|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 2.4.1 Training of key transport target groups (regulators, administrators, ports, enforcement, etc.) | ▪ Number of transport personnel trained per year | SPC/SPREP/PASO/ development partners | | | | | | | Medium |
| 2.4.2 Training of domestic private sector transport personnel on management, safety, online systems, ports, supply chain, business excellence, marine pollution, etc.) | ▪ Number of training courses per year for maritime and aviation personnel | SPC/SPREP/PASO/ development partners | | | | | | | Low |
| 2.4.3 Undertake training on Port and infrastructure development | ▪ Number of training courses per year related to domestic ports and airports | SPC/development partners | | | | | | | Medium |
| 2.4.4 Maintain and utilise established regional pools of expertise | ▪ At least 60% of PICT requests for regional assistance from pooled expertise successfully accommodated per year | SPC/PASO/PacMA/PMTA development partners | | | | | | | Medium |
| 2.4.5 Convene regularly to share progress, challenges and best practice ideas | ▪ At least four subcommittee meetings held per year to advance regional initiatives | SPC/SPREP/PacMA/ PMTA/ development partners | | | | | | | Medium |

2.4.6 Advice provided on retention options and succession planning

- Transport staff retention and succession planning advice to at least two PICTs per year

SPC/PASO/
development partners

Medium

Expected outcome

Improved safety and security of regional transport services

Objective for the *aviation* sector

Safe and secure aviation transportation that is internationally compliant with ICAO conventions and protocols, including annexes and standards and recommended practices – SARPs, and supported by the necessary infrastructure, legislative framework and regulatory oversight

Key priorities

- 3.1 Ongoing support and collaboration with PASO, for the delivery of sustainable, high-quality safety and security focused regulatory advice to members
- 3.2 Strengthened engagement of regional partners in aviation safety
- 3.3 Full compliance with international criteria on aviation safety and security
- 3.4 Data-driven initiatives that promote aviation safety and security standards with enhanced collaboration among industry stakeholders
- 3.5 Improved international and domestic airport infrastructure and systems
- 3.6 Improved search and rescue systems with linkages to maritime industry

3.1 Ongoing support and collaboration with PASO, for the delivery of sustainable, high-quality safety and security focused regulatory advice to members

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|--|---|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 3.1.1 Review of the SPC-PASO MOU implemented in 2011 to strengthen the partnership cooperation and collaboration on transport and economic development outcomes | <ul style="list-style-type: none"> Annual report of the activities conducted under the MOU | SPC/PASO/ development partners | | | | | | | Medium |

3.2 Strengthened engagement of regional partners in aviation safety

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|---|--|---|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 3.2.1 Maintain a PICT pool of expertise to ensure efficient and effective response to Regional accident investigations (members available in online database) | <ul style="list-style-type: none"> Aviation accident investigators' structure (system re contract, travel, payment, MOUs, accommodation, etc.) implemented and reviewed | SPC/ATSB/TAIC/ICAO/ development partners | | | | | | | Low |
| 3.2.2 Conduct awareness programmes for relevant authorities on accident investigation procedures/ requirements /capacity building linked to national regulations | <ul style="list-style-type: none"> At least one workshop per year | SPC/ICAO/ATSB/TAIC/ development partners | | | | | | | Medium |

3.3 Full compliance with international criteria on aviation safety and security

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|--|---|---|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 3.3.1 Conduct audits on <u>Safety</u> (flight ops, flight crews, airlines, manuals, Universal Safety Oversight Audit Programme, airworthiness, currency of engineers) and <u>security</u> (aerodrome, passenger screening, fire service, Universal Security Audit Programme, qualified tower personnel) with national follow-up internal audits plus Transportation Security Administration audits for USA, and Last Ports of Call for Australia | <ul style="list-style-type: none"> Completion and acceptance of audits completed and non-compliance issues are addressed | PASO/ FAA/ National/ development partners | | | | | | | High |

3.4 Data-driven initiatives that promote aviation safety and security standards with enhanced collaboration among industry stakeholders

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|--|--|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 3.4.1 Establish and maintain a reporting mechanism on aviation safety and security standards | <ul style="list-style-type: none"> Mechanism in place to collate and measure compliance with aviation safety and security standards | PASO/development partners | | | | | | | Medium |

3.5 Improved international and domestic airport infrastructure and systems

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|--|---|---|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 3.5.1 Provide technical advice and assistance to PICTs on airport planning, safety, security, screening and lighting, etc. | <ul style="list-style-type: none"> Number of technical assistance visits to PICTs per year | CAA/CASA/OTS/FAA/ development partners | | | | | | | Medium |

3.6 Improved search and rescue systems with linkages to maritime industry

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|--|---|---|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 3.6.1 Encourage harmonisation of maritime and aviation SAR efforts and initiatives in accordance with international cooperation responsibilities | <ul style="list-style-type: none"> Number of biennial regional SAR workshops | SPC/IMO/AMSA/MNZ/USCG/ICAO/ development partners | | | | | | | Medium |

Objective for the *maritime* sector

An increased level of investment in maritime infrastructure and security, with continuous improvement in safe ship and ship-shore management principles, inclusive of regulatory and enforcement procedures

Key priorities

- 3.7 Safety and security assessments, IMO member state audit scheme – IMSAS, gap analyses and applied mitigation options
- 3.8 Adoption of emerging technologies and international best practice, such as business excellence principles for all players in the maritime supply chain, e.g. safe ship management, standard operating procedures
- 3.9 Strengthened linkage with the Oceania Customs Organisation (OCO) and regional border security agencies
- 3.10 Ports and maritime compliance audits track continuous improvement in verifying port and ship safety and security
- 3.11 Search and rescue systems integrated and functional with mass rescue operations
- 3.12 Regional seafarer certificate printing system

3.7 Safety and security assessments, IMO member state audit scheme – IMSAS, gap analyses and applied mitigation options

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|--|---|--|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 3.7.1 Conduct IMSAS audits in accordance with IMO's institutionalisation | <ul style="list-style-type: none"> Three PICT assessments per year | SPC/development partners | | | | | | | High |
| 3.7.2 Conduct gap analyses in PICTs through desk studies and audits | <ul style="list-style-type: none"> Three PICT gap analyses per year | SPC/development partners | | | | | | | Medium |
| 3.7.3 Undertake audits to enable mitigation measures for system improvements | <ul style="list-style-type: none"> Follow-up audits to assess improvements | SPC/development partners | | | | | | | Medium |
| 3.7.4 Develop standards and systems and implement associated trainings to address shore-based safety | <ul style="list-style-type: none"> Number of PICTs using international safety criteria and national OHS systems Number of shore-based safety trainings conducted annually | SPC / PMTA/ development partners | | | | | | | High |
| 3.7.5 Maintain a PICT pool of expertise to ensure efficient and effective response to Regional accident investigations (members available in online database) | <ul style="list-style-type: none"> Maritime accident investigators' structure (system re contract, travel, payment, MOUs, accommodation, etc.) implemented and reviewed annually | SPC/ATSB/TAIC/ development partners | | | | | | | Low |

3.8 Adoption of emerging technologies and international best practice, such as business excellence principles for all players in the maritime supply chain, e.g. safe ship management, standard operating procedures etc.

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|---|--|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 3.8.1 Support PICT to develop and implement internal audit processes | <ul style="list-style-type: none"> At least two internal audit training courses held | SPC/development partners | | | | | | | Medium |
| 3.8.2 Conduct safe ship management awareness training and monitor implementation safe ship management techniques | <ul style="list-style-type: none"> At least two PICTs per year receive awareness training At least two PICTs' domestic fleet audits completed per year | SPC/development partners | | | | | | | High |
| 3.8.3 Develop and disseminate safety materials to address boat safety awareness | <ul style="list-style-type: none"> Materials translated into at least six languages and disseminated annually | SPC/development partners | | | | | | | High |

3.9 Strengthened linkage with the Oceania Customs Organisation and regional border security agencies

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|--|---|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 3.9.1 Support the implementation of the Convention on Facilitation of International Maritime Traffic and the establishment of the 'single-window' mechanism | <ul style="list-style-type: none"> At least one workshop Procedures and guidelines released | SPC/OCO/ Development partners | | | | | | | Medium |

3.10 Ports and maritime compliance audits track continuous improvement in verifying port and ship safety and security

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|--|---|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 3.10.1 Conduct safety and security compliance audits to assist PICTs in meeting international obligations and standards | <ul style="list-style-type: none"> Ten audit reports per year | SPC/PacMA/ development partners | | | | | | | High |
| 3.10.2 Conduct harbour control, pilotage and harbourmaster training and regulatory development and awareness | <ul style="list-style-type: none"> Habour/Pilotage regulations and licensing with traffic management plans completed and reviewed annually At least two training courses per year | SPC/PMTA/ development partners | | | | | | | Medium |
| 3.10.3 Undertake annual analysis of audit reports | <ul style="list-style-type: none"> Complete one audit analysis annually | SPC/ development partners | | | | | | | Medium |
| 3.10.4 Review and update of compliance auditing and monitoring programme | <ul style="list-style-type: none"> Annual review At least ten assistance visits completed per year | SPC/ development partners | | | | | | | High |

3.11 Search and rescue systems integrated and functional with mass rescue operations

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|---|---|---|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 3.11.1 Convene a meetings of principals to discuss regional SAR issues | ▪ Funding successful for delivery of biennial SAR workshops | SPC/USCG/AMSA/MNZ/French authorities/ development partners | | | | | | | Medium |
| 3.11.2 Convene a Biennial SAR workshop which also addresses mass rescue operations | ▪ Annual workshop | SPC/IMO/ development partners | | | | | | | High |

3.12 Regional seafarer certificate printing system

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|---|---|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 3.12.1 Operationalise the seafarer certificate printing system and coordinate printing of certificates | ▪ Regional Tardis-printed books in two PICTs per year | SPC/PacMA/ development partners | | | | | | | Medium |

Expected outcome

Safe, secure, reliable and affordable transport services for all, including rural, inland and outer island locations, to promote economic and social development initiatives

Objective

Sustainable, reliable, regular, efficient, safe, secure and affordable domestic transport services for all PICTs

Key priorities

- 4.1 Technical assistance to identify appropriate and sustainable market-based solutions to encourage improved transport services, particularly in small and remote communities
- 4.2 Development and improvement of infrastructure necessary to support transportation servicing small, remote communities
- 4.3 Innovative forward thinking, planning, research and development
- 4.4 Promotion of compliance with national biosecurity and cargo safety requirements

4.1 Technical assistance to identify appropriate and sustainable market-based solutions to encourage improved transport services, particularly in small and remote communities

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|---|--|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 4.1.1 Provide PICTs technical advice and assistance as required | ▪ Number of technical assistance activities provided | SPC/development partners | | | | | | | High |

4.2 Development and improvement of infrastructure necessary to support transportation servicing small, remote communities

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|---|--|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 4.2.1 Provide technical advice to PICTs on new infrastructure development and maintenance | <ul style="list-style-type: none"> Number of technical assistance activities provided | SPC/PMTA/ development partners | | | | | | | Medium |

4.3 Innovative forward thinking, planning, research and development

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|--|--|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 4.3.1 Facilitate information sharing between stakeholders on relevant transport development of research and innovation | <ul style="list-style-type: none"> Number of reports and research studies conducted or published Number of articles and papers published | SPC/development partners | | | | | | | High |

4.4 Promotion of compliance with national biosecurity and cargo safety requirements

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|---|--|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 4.4.1 Support PICTs biosecurity initiatives | ▪ Number of joint biosecurity awareness programmes | SPC/PHAMA/SPREP development partners | | | | | | | Medium |
| 4.4.2 Support PICT compliance with cargo safety requirements | ▪ Number of safety training courses conducted | SPC/ILO/IMO/ development partners | | | | | | | Medium |

Expected outcome

Optimal use of transport, taking into account all cross-cutting sectors, particularly environment, technology and energy

Objective for the *aviation* sector

Reducing environmental impact and improving efficiency of aviation systems within the region

Key priorities

- 5.1 Incorporation and adoption of international instruments and obligations into national policies and laws
- 5.2 Compliance with international standards, policies and emissions measures
- 5.3 Implementation and maintenance of enhanced air traffic management systems and improved flight routing

5.1 Incorporation and adoption of international instruments and obligations into national policies and laws

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|--|--|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 5.1.1 Provision of technical advice for national adoption of international instruments and obligations and compliance with international standards | <ul style="list-style-type: none"> ▪ Number of PICTs assisted as requested with technical expertise on international obligations and risks associated with non-compliance | SPC/PASO/ development partners | | | | | | | Low |

5.2 Compliance with international standards, policies and emissions measures

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|---|---|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 5.2.1 Support PICTs to meet international requirements and standards for aviation emissions | <ul style="list-style-type: none"> Information circulated to PICTs as required | SPC/ICAO | | | | | | | High |

5.3 Implementation and maintenance of enhanced air traffic management systems and improved flight routing

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|--|---|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 5.3.3 Conduct research on appropriate systems for management of upper airspace | <ul style="list-style-type: none"> Research presented for endorsement by PICTs | SPC/development partners | | | | | | | High |

Objective for the *maritime* sector

Reduced emissions through a combination of technological and operational improvements, including in ports and port infrastructure, for all vessels that operate throughout the Pacific

Key priorities

- 5.4 Enabling national policies and laws
- 5.5 Compliance with international standards, policies and emissions measures
- 5.6 Efficient use in ports and ships of green technology suitable for purpose, area of operation and port rotation

5.4 Enabling national policies and laws

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|---|---|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 5.4.1 Provide assistance to PICTs in the development of national maritime policy | ▪ Number of drafted national maritime policies | SPREP/SPC/ development partners | | | | | | | High |
| 5.4.2 Provide assistance to PICTs in the development of national maritime legislation and regulations | ▪ Number of drafted legislation and regulations | SPREP/SPC/ development partners | | | | | | | High |

5.5 Compliance with international standards, policies and emissions measures

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|---|--|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 5.5.1 Provide legal and policy advice for national adoption of international instruments and obligations and compliance with international standards | <ul style="list-style-type: none"> Number of PICTs assisted as requested with technical expertise on international obligations and risks associated with non-compliance | SPC/SPREP/development partners | | | | | | | High |

5.6 Efficient use in ports and ships of green technology suitable for purpose, area of operation and port rotation

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|--|---|--|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 5.6.1 Support PICTs to establish Oil spill plans and contingencies | <ul style="list-style-type: none"> National emergency response systems effective | National/ SPC/ SPREP/ PMTA/ development partners | | | | | | | High |
| 5.6.2 Support PICT Ports with ship waste disposal facilities to be made operational | <ul style="list-style-type: none"> Regional agreement for PICTs assessed and recommendations made | National/ SPC/ SPREP/ PMTA/ development partners | | | | | | | High |
| 5.6.3 Support at least two joint projects with energy by 2016 | <ul style="list-style-type: none"> Data collection for baselines commenced in 2014 | SPC/development partners | | | | | | | Medium |
| 5.6.4 Facilitate the integration of Environment, energy and technology into the transport sector | <ul style="list-style-type: none"> Specific funding obtained to undertake at least two joint projects/initiatives per year | SPC/SPREP/development partners | | | | | | | Medium |
| 5.6.5 Develop innovative solutions for regional transport services to minimise environmental impact and promote fuel efficiency | <ul style="list-style-type: none"> Completion and submission of at least one project proposal for research by 2015 | SPC/SPREP/development partners | | | | | | | Medium |

Expected outcome

Timely, accessible and accurate transport data and information as a basis for effective planning and decision-making in the transport sector

Objective

Current, reliable and relevant transport data and statistics readily available to decision-makers in PICTs at government and industry level to support informed decisions on long-term national transport strategies

Key priorities

- 6.1 Improved national capacity to collect and record data, including social indicators and sex disaggregated data
- 6.2 Secure storage of transport data and information at national and regional levels
- 6.3 Regular provision of national data and information to regional repository
- 6.4 Collation of and access to transport data and information
- 6.5 Timely interpretation and analysis of transport data and information

6.1 Improved national capacity to collect and record data, including social indicators and sex disaggregated data

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|---|---|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 6.1.1 Conduct In-country training and awareness on data collection and statistics | ▪ At least 15 PICTs personnel trained per year | SPC/development partners | | | | | | | Medium |
| 6.1.2 Collect and disseminate gender disaggregated statistics on transport personnel trained | ▪ Number of personnel trained disaggregated by gender | SPC/development partners | | | | | | | Medium |

6.2 Secure storage of transport data and information at national and regional levels

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|---|---|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 6.2.1 Develop an online reporting system for transport data | <ul style="list-style-type: none"> Existence of a secure online system | SPC/development partners | | | | | | | High |
| 6.2.2 Develop storage repositories and user-friendly, accessible retrieval options | <ul style="list-style-type: none"> Availability of the system by 2015 | SPC/development partners | | | | | | | High |

6.3 Regular provision of national data and information to regional repository

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|---|--|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 6.3.1 Establish baselines for transport initiatives and programs | <ul style="list-style-type: none"> Number of PICTs that have signed the data sharing agreement Baseline data established | SPC/development partners | | | | | | | High |
| 6.3.2 Support the improvement of information dissemination within the transport sector | <ul style="list-style-type: none"> Better data content in publications and papers | SPC/PASO/ development partners | | | | | | | High |

6.4 Collation of and access to transport data and information

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|--|---|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 6.4.1 Amalgamate data with linkages to other data resources | <ul style="list-style-type: none"> Updated air, port and shipyard directories | SPC/development partners | | | | | | | Medium |
| 6.4.2 Develop and update website with country pages for public and members only access | <ul style="list-style-type: none"> Updated website access | SPC/development partners | | | | | | | Medium |
| 6.4.3 Improve data collection and analysis to support more informed policy-decision-making and evidence based planning | <ul style="list-style-type: none"> At least two countries assisted based on analysis reports | SPC/development partners | | | | | | | Medium |
| 6.4.4 Update and publish an aviation and maritime port and shipyard directory on a biennial basis | <ul style="list-style-type: none"> Published biennially with continuous improvement and updated data | SPC/development partners | | | | | | | Medium |
| 6.4.5 Install and maintain improved technology to enhance data collection and collation | <ul style="list-style-type: none"> Updated PICTs data and information | SPC/development partners | | | | | | | High |

6.5 Timely interpretation and analysis of transport data and information

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|--|--|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 6.5.1 Conduct and disseminate regional sector-related economic analyses to inform policy-decisions | <ul style="list-style-type: none"> Timely reports and evidence-based economic analyses available to support recommendations made at national and regional level | SPC/development partners | | | | | | | High |

Expected outcome

Sustainable resourcing of transport systems supported by a comprehensive monitoring and evaluation framework

Objective

A sustainable transport system supported by a results-based M&E framework to measure achievements for safe, secure and affordable transport services in the region (internationally and domestically), with clear outcomes and milestones

Key priorities

- 7.1 Sustainable financial planning (budgetary processes) at national and regional levels
- 7.2 Provision of technical assistance to support the development of national implementation plans
- 7.3 Development of an M&E template to encourage improved sustainability, monitoring and evaluation at the regional and national level
- 7.4 Standardised and harmonised M&E indicators for national and regional plans

7.1 Sustainable financial planning (budgetary processes) at national and regional levels

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|---|--|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 7.1.1 Assist PICTs with preparation of funding proposals for transport related initiatives | <ul style="list-style-type: none"> At least two successful project proposals per year | SPC/SPREP/development partners | | | | | | | High |
| 7.1.2 Provide advice to PICTs on building sustainability models into national transport sector budgets | <ul style="list-style-type: none"> Number of PICTs advised | SPC/SPREP/development partners | | | | | | | Medium |
| 7.1.3 Collaborate with SPC Energy Programme on fuel pricing initiatives and energy efficiency for regional and national levels | <ul style="list-style-type: none"> Collaborate on at least two initiatives | SPC/development partners | | | | | | | Medium |

7.2 Provision of technical assistance to support the development of national implementation plans

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|--|--|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 7.2.1 Annually update and inform SPC of EDD technical transport priorities to support the development of joint country strategies (JCS) | <ul style="list-style-type: none"> SPC JCS reflects national transport priorities in support of national implementation plans | SPC/SPREP/development partners | | | | | | | High |
| 7.2.2 Support improved aviation information and research initiatives | <ul style="list-style-type: none"> Data repository established by 2017 | SPC/development partners | | | | | | | Low |

7.3 Development of an M&E template to encourage improved sustainability, monitoring and evaluation at the regional and national level

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|---|---|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 7.3.1 Provide technical advice on designing M&E frameworks to encourage low-cost, effective national reporting processes | <ul style="list-style-type: none"> At least two PICTs assisted with M&E frameworks to support reporting for JCS. | SPC/SPREP/development partners | | | | | | | Medium |

7.4 Standardised and harmonised M&E indicators for national and regional plans

| Regional activities | Indicator/ Measurement | Lead responsibility and partner(s) | Timeframe | | | | | | Priority level |
|--|--|---------------------------------------|-----------|------|------|------|------|------|----------------|
| | | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| 7.4.1 Develop an M&E Framework to support regional and national reporting | <ul style="list-style-type: none"> SMART indicators developed and integrated into regional and national plans. At least two PICTs assisted per year | National and regional | | | | | | | Medium |
| 7.4.2 Ensure relevant economic indicators included in transport sector projects (feed into NMDI reporting) | <ul style="list-style-type: none"> Indicators feed into SPC Statistics and Demography Programme and linked to PICT statistics offices | SPC/development partners | | | | | | | Medium |
| 7.4.3 Ensure Clear evaluation standards are included in baseline surveys (benchmarking/measurement standards) | <ul style="list-style-type: none"> At least two baseline surveys completed | SPC/development partners | | | | | | | Medium |
| 7.4.4 Conduct transport sector project audits provide feedback on status of progress and compliance | <ul style="list-style-type: none"> At least one audit per year | Regional and national | | | | | | | Medium |

5. Monitoring and evaluation

The implementation plan (TSIP) is supported by a robust monitoring and evaluation (M&E) process. This will provide information and data for reporting into the annual progress reports and work plans that are provided to the SPC Executive, donors, and PICTs where applicable. This is in addition to specific programme reports and any exceptional reporting.

Heads of agencies and technical meetings have the opportunity to examine and comment on EDD's work and the programmes are monitored annually by Conference or CRGA. Independent reviews will form part of the transport project cycle and will be considered in the planning of EDD's transport programme. These evaluations focus on results at the goal and objective levels. Internal and external auditing of EDD's operational procedures will also be performed according to its quality management system as measured against international models of business excellence.

Although a set timeframe has been applied, actions are both short and long-term. A review will be conducted after three years, in 2016.

6. Financing

The delivery of actions in TSIP requires financing from various sources, including governments, regional and international organisations and development partners.

Funding has traditionally been intermittent at best, which prevents long-term sustainable planning for delivery services. The uncertainty of long-term funding affects EDD's works activities and staffing levels and makes it difficult to effectively plan future interventions. Currently, many of the deliverables under the annual work plan are funded through short-term projects, but ongoing technical assistance, capacity development and supplementation require longer-term funding arrangements.

Appendix: Abbreviations

| | | | | |
|-------|---|--|---------|---|
| AMSA | : | Australian Maritime Safety Authority | | |
| ATSB | : | Aviation-Australian Transport Safety Bureau | PacMA: | Pacific Islands Maritime Association |
| BE | : | Business Excellence | PHAMA: | Pacific Horticulture and Agricultural Market Access Programme |
| CAA | : | Civil Aviation Authority – United Kingdom | PASO : | Pacific Aviation Safety Office |
| CASA | : | Civil Aviation Safety Authority - Australia | PIC : | Pacific Island country |
| CROP | : | Council of Regional Organisations of the Pacific | PICTs : | Pacific Island countries and territories |
| EDD | : | Economic Development Division | PIFS : | Pacific Island Forum Secretariat |
| FAA | : | Federal Aviation Administration (US) | PMTA : | Pacific Maritime Transport Alliance |
| FATS | : | Framework for Action on Transport Services | PRIF : | Pacific Region Infrastructure Facility |
| ICAO | : | International Civil Aviation Organization | SOPAC: | Pacific Islands Applied Geoscience Commission |
| IMO | : | International Maritime Organization | SPC : | Secretariat of the Pacific Community |
| M & E | : | Monitoring and evaluation | SPREP: | Secretariat for the Pacific Regional Environment Programme |
| MOU | : | Memorandum of understanding | TAIC : | Transport Accident Investigation Commission (New Zealand) |
| MNZ | : | Maritime New Zealand | TSIP : | Transport Services Implementation Plan |
| NMDI | : | national minimum development indicator | USCG : | United States Coast Guard |
| OCO | : | Oceania Customs Organisation | | |
| OTS | : | Office of Transport Security (Australia) | | |