



Pacific Invasives Initiative

Capacity Development Strategy June 2009

Introduction

In 2009 SPREP and SPC published *Guidelines for Invasive Species Management in the Pacific*, at the request of their member Pacific Island countries and Territories. The guidelines provide a guiding framework for PII and reinforce the need for capacity development as a requirement for effectively managing invasive species in the Pacific region. Development Capacity is one of the Thematic Areas set out in the Guidelines, which make reference to *developing the institutions, skills, infrastructure, technical support, information management, linkages, networks and exchanges required to manage invasive species effectively* as a foundation for invasive species work in the region.

The 2007 external review of PII recommended PII moves towards an increasingly advisory and mentoring role for agencies implementing Invasive Species Management projects. As a consequence PII has reoriented its work towards a capacity development approach and developing longer term relationships with implementing agencies to enable them to work more effectively on a range of different invasive species initiatives.

PII will encourage the application and continued development of good Invasive Species Management practice.

PII's objective is to assist Pacific agencies to effectively manage invasive species. The aim of this strategy is to guide PII's work in the area of capacity development. It will underpin all aspects of our work.

Definition of Capacity development

PII understands capacity development to be any kind of activity that builds the capacity of individuals, a coalition, organisation, or region to achieve its mission. More specifically, it's "a process of developing and strengthening skills, instincts, abilities, processes and resources that organisations and communities need to survive, adapt and thrive in a fast changing world." (Adapted from Ann Philbin, 1999)

Principles/core values/commitments

- Ownership: Facilitate the capacity development process not lead it. i.e initiative comes from the organisation. They take responsibility for the process.
- Long-term relationships (not dependency): Empowering confidence and encouraging self-reliance.
- Value mutual learning and understanding: work in partnership.
- Aligned with Regional IAS Guidelines and national priorities: Responsive to needs.
- Be flexible
- Reflect on own practice and learn from it
- Do no harm
- Work in a participatory way
- Approach to ISM is based on established good practice
- Based on relationships of trust

Capacity Development Framework

PII works at three levels to develop capacity for invasive species management: individual, organisation and national/regional (Fig. 1). All three levels are interlinked.

With an organisation PII, works primarily at the operational level focussing on strategies and approaches, programme activities, capacities and resources and developing and managing practice. PII plans to work with a few agencies intentionally and in-depth to strengthen their capacity to undertake invasive species management projects.

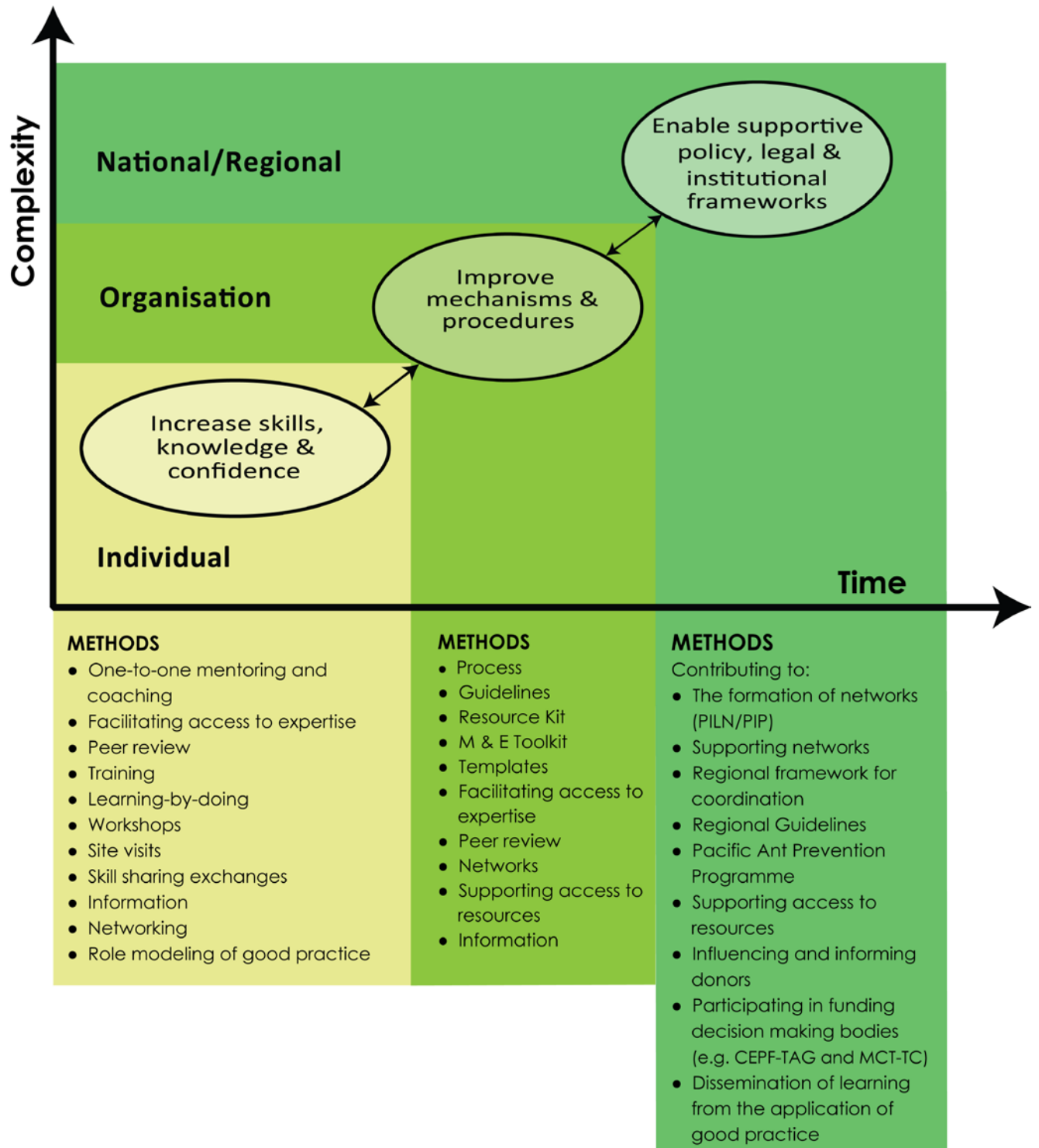


Fig. 1 PII Capacity Development Framework (adapted from Environmental Action Programme (ENACT), Jamaica).

Implications for Our work

This approach for how PII carries out all of its work.

- **Implications for our work with individuals and other agencies that provide technical support**

PII will strive to ensure that people providing support on PII's behalf have a clear understanding of their role as capacity builders and of PII's capacity development approach.

- **In depth work with a few organisations**

PII will work in an in-depth way, over a period of time, with a small number of organisations that are planning or working on ISM projects, to help build their capacity to carry out these projects effectively. These projects will encourage the dissemination of good practice across the Pacific.

An MOU will be developed with each organisation. This will include PII's approach to ISM which is based on good practice

The organisations PII works with in this way will be chosen using the following criteria:

1. Potential for long-term involvement in IS
2. Potential for awareness raising
3. Willing to further develop their capacity for invasive species management
 - Invasive species management is a core function/interest (the organisation is already working on or planning an invasive species project).
 - Staff members who are fully or partially dedicated to invasive species management work.
 - Some financial and other resources allocated for invasive species management.
4. Willing/Keen to work with PII
5. Committed to follow established good practice in ISM for planning, implementation and monitoring and evaluation
6. Established management structure and systems (e.g. infrastructure, communication, financial, staff) to cope with a project
7. ISM initiatives/activities aligned with regional and/or national priorities (for NGOs).
 - If NGO, must have working agreement/relationship with a relevant government agency i.e. support/involvement
8. Have an established relationship with the local community or a clear strategy for working with them