SMILO
SUSTAINABLE ISLANDS

C.

EXPLANATORY NOTE

FOR DEVELOPING THE ISLAND'S DIAGNOSIS AND DEFINING ITS STRATEGIC PLAN

WHY DO
AN ISLAND DIAGNOSIS?

The **diagnosis** and the **strategic plan** constitute a key step in the territorial process, in regards to setting up actions that will help to establish sustainable practices that will lead to the island's labelling. Moreover it will allow the Island Committee stakeholders achieving a shared assessment. The measures carried out in the area are intended to be integrated between stakeholders, human activities and land and sea issues...

The completion of the island's diagnosis and strategic plan allows :

- to establish an **objective state of the art** and shared assessment of human practices and activities and of island resource management;

- to **measure progress margins** towards a better balance between human development and island resource management.

- to **set strategic objectives** to be reached for the island's international recognition – Sustainable Islands Label;

A.
BY WHOM ?

The island's diagnosis and strategic plan must be the result of a **collective and multidisciplinary approach**. It must be led and validated by the Island Committee, which will designate among its members one or more **resource people** in charge of operational and logistical aspects. Support may also be provided by a SMILO facilitator as well as by the SMILO office, which can guide the Island Committee on priority objectives and operations before the mid-term evaluation.

The SMILO facilitator will assist and support with the drafting of the diagnosis by ensuring the link between the island (Island Committee) and the SMILO office (see «E. SMILO facilitator's roadmap» document).

B.
HOW ?

The diagnosis and strategic plan take the form of a summarising grid (see «4. Diagnosis grid/strategic plan» document).

I.   PROCEDURES FOR COMPLETING THE GRID

The resource person or people in charge of completing the grid will ensure:

- to **summarise** the information to be added into each cell;

- to **specify** if a cell cannot be filled whether the information is not applicable (NA), the information has not been found but exists (indicate how to retrieve it), or the information does not exist and whether or not this issue could benefit from better knowledge;

- to **reference** the information (the number of the document used that appears in «analysis of the existing documentation» at the beginning of the grid or the resource person's name and contact details - for personal communication with XXX)

- to **illustrate** in the «illustration» frames every section with pictures, maps, diagrams etc... and make sure to compress the images to avoid sending files that are too big.

II.   STRUCTURE OF THE GRID

1. METHODOLOGY TO DEVELOP THE ISLAND'S DIAGNOSIS AND STRATEGIC PLAN

This first part helps to understand how the diagnosis and strategic plan of the island were developed. It will:

- **specify** which key-players were involved. To this end, an up-to-date list and the contact details of the organisations and people consulted must be provided;

- **highlight** local stakeholders, who are called upon to act as resource people easily mobilised for the rest of the labelling process and during the implementation phase of operations;

- **stipulate** analysed documentation and any interviews, meetings and field work and other tools used to carry out the diagnosis.

2. GENERAL DESCRIPTION OF THE ISLAND

This second part of the analysis grid aims to present the island and to provide elements of understanding relating to its general context. It will be necessary to:

- **provide** key data, if possible quantified, in terms of location, area size, number of inhabitants, flow of visitors, accessibility;

- **specify** functioning of local government, interactions between stakeholders and decision-making levels, explain the island's environmental characteristics, its state of development, its socio-cultural context (if it influences resource management) and human activities.

III.   ASSESSMENT, ISSUES AND OBJECTIVES BY THEME

This third part should help to:

- **assess:** water supply, sanitation, energy, waste, habitats, terrestrial and marine species and landscapes of the island;

- present **management measures already implemented by island stakeholders and mobilised or existing regulatory mechanisms and financial tools;**

- Indicate resulting **influencing factors** in a SWOT analysis (Strengths/Weaknesses for internal factors and Opportunities/Threats for external factors) by identifying natural, climatic, anthropic, social and cultural factors (see example in annex 1);

- define and prioritise issues - **what is there to win or to lose** - regarding each theme (see details in appendix 2);

- define and prioritise **objectives (achievable in 3 to 5 years)** - what should be done - regarding each theme (see details in appendix 3);

If issues and objectives are identified by theme (Water = H20, Energy = Enr, Waste = W, Ecosystems = EC and Landscapes = L), their transverse aspects (governance, human activities) should be taken into account and should be expressed in their formulation.

A blank space for «advice of resource people in charge of filling out the grid» (must be summarised), to add useful comments which would not fit into the cells provided or to highlight certain points (positive local dynamics, original actions or valuable in terms of sustainability, watch-points...).

IV. STRATEGIC PLAN OF THE ISLAND

This last part of the analysis grid highlights the island's overall strategic plan, i.e. **to organise and prioritise the themes** and to see which **issues and objectives should take priority** through the diagnosis analysis.

Beyond the SMILO program's sectoral themes, the diagnosis must, as much as possible, reflect an **overall territorial approach** to the island and therefore link all themes as well as **maritime and terrestrial environments** in terms of interactions. Other issues and objectives, which can relate to various themes, should be linked to the **Strategic Plan** as much as possible.

First **action trails** can be mentioned. These actions will be further detailed according to the conditions and the island context during the implementation of the Strategic Plan :

- access to the Islands Fund (see «Application for Access to the Fund» document);
- to obtain the label (see "Label Application» document);
- for operation monitoring after obtaining the label (see "Label Monitoring» document).

The strategic plan helps to understand how the island wants to improve its sustainability and the objectives and measures that it will implement to obtain the label, it is a crucial step in the labelling process.

After the strategic plan has been validated by the Island Committee, intermediate mid-term assessment, carried out by an independent assessor with the support of the SMILO facilitator, will allow :

- to recognise the efforts already accomplished by the island (identified in the island's diagnosis), with possible sector awards according to themes if all the minimum requirements are reached;
- to certify that the island is actively in the process of acquiring a label.

The Strategic Plan is a document that clearly sets out priority objectives to be achieved in the coming years and which must be validated by the Island Committee. Its validation helps to set the objectives to be reached so that the island can claim its label. The process to complete this document shared by the Island Committee is as important as the plan itself. This Strategic Plan will also have to be validated by the SMILO office in order to assess the ambition of the objectives and whether or not they are attainable within 3 to 5 years. The SMILO facilitator will play a major part in this exchanging phase between the Island Committee and the SMILO association.

ANNEX 1
SWOT MATRIX

STATE OF THE ART

Strengths (internal positive factors)
// Weaknesses (internal negative factors)

EVOLUTION TRENDS

Opportunities (external positive factors)
// Threats (external negative factors)

There are:

- **natural/ecological factors** linked to the natural evolution of the environment (erosion, vegetation evolution, amount of sunshine, salinity levels, shoreline mobility...)
- **climatic factors** (temperature increase, submersion, extreme events...),
- **human and social factors** (trampling, poaching, agriculture, tourism, pollution, overexploitation, overfishing, invasive species...), on a **social level** (relationships and stakeholders relations, politics in the area, stakeholder involvement...), on a **cultural level** (taboos, traditional customs, history, beliefs...)

By prioritising these factors in terms of the amount of influence, it is possible to see which issues are the most important and to prioritise management efforts and therefore objectives to be achieved.

ANNEX 1
SWOT MATRIX
EXEMPLE

THE SWOT MATRIX FOR WATER ON IBO ISLAND
ACCORDING TO THE SMILO FACILITATOR

WATER

STRENGTHS	WEAKNESSES
- Groundwater in relatively good condition, accessible from the anywhere on the island - Abundant rain in winter refilling groundwater - Numerous wells, private or public, open or closed, with manual or electric pumps, - Study for centralising water management already carried out by Amphos21 - Rainwater recovery	- Insufficient control of the state of groundwater (piezometric head, salinity) - Almost all the wells are in poor condition due to lack of maintenance: cracks, and worn pumps which make them difficult to use. - Difficulty in maintaining the pumps: Nira pumps manufactured abroad, need to procure the spare parts in Tanzania. - Some wells are salty. - Some wells dry out in summer. - Poor sanitary quality due to lack of maintenance and surface contamination - Many open wells are contaminated by waste - No rainwater evacuation: localised flooding - Possible contamination during heavy rains - No central water management, no consumption control. - Mineral water in plastic bottles for tourists.
OPPORTUNITIES	THREATS
- Project for centralising pumping and distribution (study carried out, but lack of funds). This project would improve the sanitary quality of the water by limiting contamination. Better management also helps to control excessive consumption through taxes. - The urbanisation plan has a coherent vision of the problem: it is possible to apply it.	- Pollution of open wells and groundwater (cracked latrines, waste and rubbish). - Increase in consumption (tourism and demography increase). - Increased use of wells, and therefore of their wear and destruction. - Drying periodically during the dry season if consumption increases too much. - Salinization of the groundwater due to nearby sea water (consequence of drying).

ANNEX 2
ISSUES

By "**Issues**"we intend: "what is at stake", "what is there to win or to lose" if positive or negative interferences (damages, disturbances, restorations) or events (climate change, pollution) take place. The stakes are elements of the island's natural, geological and cultural heritage or its ecological and socio-economic functioning, which must be preserved or improved.

EXEMPLE

If an area shelters rare species, whose habitat is threatened by urbanisation, which tends to increase (thus the continuation of the decrease in the area of habitats in the coming years), the stake will be the preservation of the remaining habitats.

While keeping it short (an issue can answer several problems), it will be necessary to specify «what is at stake» (in this example, the stake will be «The preservation of habitats XXXXX» and not just an overall «Ecosystem» theme for example

ANNEX 3
OBJECTIVES

The «**Objectives**» are intended to correct or use influencing factors to achieve a visible short-term or medium-term outcome. Within the SMILO framework, priority objectives must be attainable within 3 years to 5 years.

ISSUE	INFLUENCING FACTOR	OBJECTIVES	EXPECTED OUTCOME	MEASURES
Integrated management of waste	Way of consuming	Every household sorting waste within 2 years	Reducing land, marine, olfactory and landscape pollution on the island	Install rubbish bins for recyclable waste (paper, cardboard and metal packaging, plastics) and rubbish bins for non-recyclable waste in each household Install Voluntary Intake Points to recover glass / Raise awareness for the inhabitants

ANNEX 3
OBJECTIVES

Each of these objectives must be **SMART.** To achieve an objective, the term **SMART** should correspond to the following indicators:

• **Specific:** a specific objective must be directly linked to the work of the person in charge of achieving the objective: it must be personalised. Furthermore, objectives can also be described as simple because they must be simple to understand, clear, precise and understandable so that they are effective because complexity reduces action. Moreover, it must also be understandable by everyone for the objective to be legitimate in the eyes of all;

• **Measurable:** A measurable objective must be quantified or qualified. To achieve an objective, a threshold must be defined in order to know what level to reach, the value of the measure to be met. It is not possible to choose an objective which cannot be quantified or qualified as the means necessary to achieve it must be assessed;

• **Acceptable and Ambitious**, (or sometimes Achievable and Agreed upon): an acceptable objective is a sufficiently large and ambitious objective so that it is a challenge and is motivating. Furthermore, this objective must be attainable and therefore reasonable, thus encouraging participants to join in. This way, the objective will be more easily accepted by each of the stakeholders;

• **Realistic, (or Relevant)**: a realistic objective is an objective for which the threshold of realism is defined. That is, a level for which the challenge will motivate the greatest number of participants and will best avoid some participants abandoning as the objective progresses;

• **Time-bound:** A time defined objective is limited in time: a deadline, possibly with timelines. The objective must be clearly defined over time by precise terms such as «within 3 months» and not by unclear terms such as «as soon as possible».

The effectiveness of a **SMART** indicator results from the accuracy of the target set. Indeed, if the objective is too imprecise it is not possible to verify whether it has been achieved. It is therefore necessary to take the time to formulate the objectives in a group or with other people in charge of the project, so that the implementation of the SMART indicators is as optimal as possible.