

## **Strategic Implementation Plan** November 2009 – November 2012

### **1 INTRODUCTION**

#### **1.1 Purpose of the INECE Strategic Implementation Plan**

This Strategic Implementation Plan (SIP), as approved in October 2009 at the meeting of the INECE Executive Planning Committee (EPC), sets forth a strategy and work program for the International Network for Environmental Compliance and Enforcement (INECE) to achieve its goals during the period of November 2009 to November 2012.

Building on the recommendations received from INECE's international conferences, its Long-Range Planning process, meetings of its Executive Planning Committee, and contributions of network participants, the SIP serves as the foundation for INECE's program of work. The SIP will be used to provide guidance to the development of annual work plans for the Secretariat and will serve as a tool for raising short- and long-term funding to carry out the work described herein. INECE's implementation strategy is inclusive; the INECE Secretariat will have a key role in the execution of the SIP, but leadership and implementation for distinct projects shall also come from the EPC, Regional Networks, and other INECE participants.

#### **1.2 INECE Scope**

INECE is an informal network of participants from governments, civil society, and academia, working at all levels – local, national, regional, and global – to improve environmental compliance and enforcement. INECE is the only global organization focused exclusively on the role of enforcement and compliance in environmental protection.

#### **1.3 INECE Mission**

The INECE mission is to contribute to the rule of law, good governance, and sustainable development at all levels, through efficient and effective compliance with and enforcement of environmental requirements.

#### **1.4 INECE Goals**

The INECE goals are to:

- Develop networks for enforcement and compliance cooperation.
- Strengthen capacity throughout the regulatory cycle to implement and secure compliance with environmental requirements.
- Raise awareness of the importance of environmental compliance and enforcement.

### **1.5 Project Selection Process**

INECE priority projects should be evaluated on the basis of the following criteria:

- Importance to the environment.
- Relevance to INECE mission and goals.
- Value added by INECE.
- Cost effectiveness.
- Potential partners.
- Feasibility of carrying out the work.
- Potential to attract funding and other support.
- Synergies with the activities of the regional environmental compliance networks and with existing sustainable development initiatives.
- Potential to measure outcomes using performance indicators.

### **1.6 Project Approval and Implementation**

As described in INECE's Operating Protocols, the INECE EPC is charged with overseeing the development and the implementation of the SIP at its regular meetings, including helping establish priority projects, identifying partnerships and funding to support these activities, and reviewing progress towards implementation. The INECE Secretariat is responsible for coordination and implementation of projects in cooperation with relevant partners. Funders have additional discretion in scoping the projects they fund and ensuring the accountability for their project funds.

The SIP will be implemented in partnerships across all levels and dimensions of environmental compliance and enforcement, including:

- National, regional, provincial/state, and local governments, particularly environmental agencies and overseas development assistance agencies;
- International institutions, including relevant bodies of the United Nations, the Organization for Economic Cooperation and Development (OECD), the World Customs Organization, Interpol, Europol, the European Commission, International Union for the Conservation of Nature (IUCN) and its Environmental Law Program and regional offices, and secretariats of the multilateral environmental agreements (MEAs).
- International and regional financial institutions, including the World Bank and the regional development banks, the Global Environment Facility, and the UN Multilateral Fund for the Implementation of the Montreal Protocol.
- International, regional, national, and local non-governmental organizations (NGOs).
- Parliamentarians.
- The private sector, where appropriate.

INECE will encourage its participants, especially members of the EPC and its Fundraising Subcommittee, to actively look for opportunities to support INECE, including by sponsoring and co-branding relevant products and events and by providing leadership to INECE priority projects.

INECE will develop annual work plans based on the SIP that provide detailed descriptions of INECE products and services, including tasks, deliverables and anticipated outcomes.

### **1.7 Timeframe**

This SIP covers a three-year period commencing November 2009 and continuing through October 2012. The SIP and associated work plans will be updated periodically by the Secretariat in consultation with the EPC.

## **2 GOAL ONE: DEVELOPING NETWORKS FOR COMPLIANCE AND ENFORCEMENT COOPERATION**

In support of INECE Goal One, the following projects are designed to support new regional compliance and enforcement networks, enhance existing networks, and develop integrated topic-specific networks to achieve better environmental results.

### **2.1 Assisting with the Development of New Regional Networks in Africa, the Middle East, and South America and Coordinate with Existing Networks**

INECE will assist in establishing new regional and sub-regional networks on environmental compliance and enforcement, including in Africa, the Middle East, and South America.

Efforts will be made to encourage broad participation and to facilitate the development and implementation of regional strategic plans and program of work, which will outline goals, priority projects, timeframes, metrics, key personnel, partners, and a budget. In time, the program of work also should include a communications strategy, (including a Web strategy), enforcement cooperation strategies, performance measurement programs, and a strategy to encourage the development of materials (or translation of existing materials) on relevant good practices. INECE also may provide guidance on country assessment and peer review to regional networks as appropriate.

Special attention will be paid to identifying and mobilizing sources of funding for implementing the regional strategic plans, as well as individual projects in the work programs for enforcement cooperation. The EPC and the Secretariat will assist regional leaders, as appropriate, to develop and implement the regional strategic plans, including assistance in mobilizing necessary funds.

Additionally, the Secretariat and INECE members will coordinate with and participate in the existing regional compliance and enforcement networks, including AECEN, AELERT, ANECE, CCAD, CEC, ECENA, IMPEL, NECEMA, REPIN, and others. The Secretariat will encourage members from these networks to participate in INECE activities and jointly implement enforcement cooperation projects. INECE participation in existing networks will aim to promote sharing of information, experiences, and good practices across the regional networks; provide opportunities for collaboration on topical issues of interest to multiple regions; and, for emerging networks, facilitate guidance and support from INECE participants as the network develops.

## **2.2 Coordinating with and Supporting Topic-Specific Networks**

Topic-specific networks and expert working groups provide opportunities for INECE participants to form specialized knowledge communities of practitioners to work together to respond to environmental compliance and enforcement challenges and to share knowledge gained with the broader network through workshops, conferences, publications, e-dialogues, email discussion groups, and the INECE Web Forums.

Current topical networks will continue, i.e., seaport environmental security; environmental compliance trainers; and climate compliance. New networks may be established on issues of priority interest to the environmental compliance and enforcement community. In each case, the INECE Secretariat will identify an EPC member or other active INECE participant to provide expert support for the topical network.

The INECE Web Forums will support the topical networks and provide resources for capacity building and enforcement cooperation. The Secretariat will work with EPC members and experts to evaluate existing topic-specific networks and opportunities for new topic-specific networks.

## **3 GOAL TWO: STRENGTHENING CAPACITY FOR COMPLIANCE AND ENFORCEMENT**

In support of INECE Goal Two, the following projects are designed to build capacity for environmental compliance and enforcement.

### **3.1 Assessing the Current Status of Compliance and Enforcement: Strategic Program Management and Performance Measurement Indicators**

INECE will continue to develop and pilot environmental compliance and enforcement indicators projects order to improve environmental quality, program performance, public policy decision-making, good governance, and the rule of law. The Secretariat will continue to support and coordinate the INECE Expert Working Group on Environmental Compliance and Enforcement

Indicators in carrying out a series of activities to determine and apply good practices in pilot projects around the world.

Activities may include designing capacity building tools for overall strategic management of environmental compliance and enforcement programs, developing new indicators products to demonstrate the most current good practices for environmental compliance and enforcement indicators, and adapting INECE's work on indicators to topical or country specific focuses (such as performance measures for climate compliance programs, for national implementation of multilateral environmental agreements, and/or for a specific country's environmental compliance program at the request of a national government).

These activities will be carried out whenever practical through partnerships with national governments, and with institutions such as UNEP, UNDP, the World Bank, OECD, and the European Commission, as well as regional networks and non-governmental organizations.

### **3.2 Advancing Climate Compliance and Enforcement**

INECE will work to increase the level of compliance with climate change policies and measures through enforcement cooperation, capacity building and awareness raising. INECE will communicate the critical role of compliance and enforcement at the national and international levels in achieving greenhouse gas emission reductions, easing adaptation to changing environments, and facilitating technology transfer. Through partnerships, INECE will identify opportunities for strengthening monitoring, reporting, and verification as a means to ensure environmental integrity regulatory programs.

The complexity of the global carbon market creates significant challenges for regulators and law enforcement officials to monitor the market for indicators of fraudulent activity, promote compliance within the regulated community, and take appropriate enforcement action against violators. INECE plans to facilitate the development of a Carbon Market Compliance Network, which will raise the level of compliance in carbon offset programs and emission trading systems to ensure delivery of environmental benefits and maintenance of the financial integrity of the market. The Network will bring together multidisciplinary practitioners from developed and developing country governments, United Nations programs, the World Bank and other international organizations, international financial institutions, and representatives from the private sector and civil society. The Network will promote principles and best practices for environmental compliance within the Clean Development Mechanism and Joint Implementation markets and will evolve to include any post-Kyoto project-based mechanisms. Key activities will include facilitating enforcement cooperation across countries and regions and designing and implementing capacity building programs in response to compliance gaps in the climate markets.

INECE may also publish articles, commentary, and case studies on compliance aspects of developing and implementing domestic climate programs; facilitate an expert workshop on

identifying best environmental practices relevant to implementing performance indicators for climate policy; develop capacity building tools and initiatives to raise the level of compliance through best practices for monitoring, reporting, and verification; evaluate alternative compliance mechanism models for the post-2012 climate treaty and analyze the pros and cons of different approaches; undertake further research on good practices for designing enforceable requirements to restrict emissions that contribute to climate change, including carbon dioxide, hydrocand black carbon soot.

### **3.3 Sharing Successful Strategies for Environmental Compliance and Enforcement**

INECE will develop, promote, and implement practical activities to strengthen environmental compliance and enforcement and to facilitate enforcement cooperation. INECE will continue its work to build capacity for compliance and enforcement officials at each stage of the regulatory cycle and will maintain its focus on capacity building for government officials. Specifically, the Secretariat and members of the network will undertake projects that result in measureable improvements in field-level environmental compliance activities, will facilitate professional development within the compliance and enforcement community, and will seek to support practitioners interested in building capacity for activities at the most fundamental levels of compliance assurance.

### **3.4 Developing Capacity Building Resources and Training Programs**

INECE will support the development of the International Network of Environmental Compliance Training Professionals; provide further assistance with respect to analysis, evaluation and prioritization of training programs and provide information on identifying training needs at a strategic level. The Environmental Compliance Training Professionals Network will share materials developed by the Secretariat and by INECE participants.

INECE will explore the development of new training products based upon previous INECE efforts, including determining how existing training resources can be customized for new audiences (e.g., a sector- or pollutant-specific course built on the *Principles of Environmental Compliance and Enforcement* and *Making Law Work*) or otherwise updated. INECE will assess the impact of its capacity building activities and make recommendations for improving future trainings.

The Secretariat will continue to work with the EPC, INECE participants, and other experts involved with the regional and topic-specific networks to assess needs and identify opportunities for specific deliveries of training and capacity building programs. INECE also will explore opportunities to develop and/or deliver capacity building programs and tools to support capacity building for the judiciary and environmental prosecutors.

INECE will present customized courses with and through its partners, such as the World Bank, UNEP, UNDP, OECD, MEA secretariats, national governments, and NGOs, where there is sufficient demand and funding, and where the course fits into the priority areas of the INECE SIP.

INECE will develop a strategy for distance learning, including a capacity assessment and identification of potential partnerships. The strategy will explore the feasibility of and potential applications for using e-learning, webinars, and other Internet-based training approaches to increase the reach of INECE materials. If determined feasible and appropriate, INECE will pursue the development of e-learning capacity building tools.

### **3.5 Technology Tools**

INECE will explore ways to facilitate the sharing of information on best available technologies used for monitoring and to collect enforcement evidence and will share strategies and case studies of successful application of remote technologies to detect illegal activities or to monitor compliance. INECE will develop information resources and capacity building tools that can be tailored to focus on the most appropriate types of technologies, based on the interests and experience of its audience.

### **3.6 Assistance with Multilateral Environmental Agreements**

The Secretariat will continue to promote and build capacity for implementation, enforcement, and compliance with current and proposed multilateral environmental agreements (MEAs). INECE and the Secretariat will work at the international level with such institutions as MEA secretariats, UNEP, the World Bank, GEF, UNDP, as well as national and sub-national governments and other relevant partners. INECE will participate in COPs that are relevant to its mission and objectives.

### **3.7 Engaging the Capacity of NGOs for Compliance and Enforcement**

INECE will explore opportunities to enhance the capacity of NGOs to work on compliance and enforcement, in collaboration with governments and other key stakeholders.

## **4 GOAL THREE: RAISING AWARENESS OF THE IMPORTANCE OF ENVIRONMENTAL COMPLIANCE AND ENFORCEMENT**

In support of INECE Goal Three, the following projects are designed to raise the awareness of the importance of environmental compliance and enforcement.

#### **4.1 Message Strategy**

The INECE Secretariat will develop a comprehensive strategy that affirms INECE's message, "creating value through compliance," that links environmental compliance and enforcement with improved economic competitiveness and innovation. Simultaneously, the INECE Secretariat will continue to communicate INECE's message that "environmental compliance and enforcement are the foundation for the rule of law, good governance and sustainable development."

The message strategy will complement major international initiatives designed to respond to the major global challenges (e.g., failed states, demographic changes, environmental degradation, environmental crime) and specific environmental challenges (climate change, loss of biodiversity, improper management of hazardous waste, water pollution, the destruction of forests). The message strategy will build upon the analytical work in *Making Law Work* and in INECE's Issue Analysis projects.

INECE will align its mission and goals with the principles set out in other key international agreements, declarations and processes and will aim to enhance collaboration with key INECE participants and partners and promote the use of empirical data, including on costs of non-compliance and benefits of compliance assurance strategies, Porter principles on the relationship between competitiveness and environmental regulation, and social norms.

The Secretariat will develop and provide regular "talking points" on key issues for EPC members and other INECE participants, ensuring that such presentations are up-to-date and reflective of INECE's message, goals, and work plans. As part of these efforts, the Secretariat will provide a PowerPoint presentation and other materials that EPC members may use to promote INECE. INECE will continue to encourage and facilitate EPC members to integrate INECE activities into presentations to their organizations and other relevant forums.

#### **4.2 INECE Communications and Web Strategy**

The Secretariat will revise the INECE Communications Plan with the guidance and support of the EPC.

The Secretariat will ensure that the Communications Plan emphasizes Web tools for promoting INECE work products and implementing the SIP. The strategy may include recommendations to raise awareness by promoting INECE's collective knowledge, products, and services; build capacity through e-learning programs and decision-making tools; and strengthen networks by providing a platform that fosters knowledge sharing and enforcement cooperation.

Secretariat activities to support INECE's Web strategy will include:

Updating the site in terms of both functionality and design to ensure better management and distribution of the content on the site.

Developing methods to further integrate multimedia and interactive tools (e.g., film, blogs, podcasts, listservs, and e-learning tools) into the site.

Improving mechanisms for encouraging feedback and analyzing usage patterns to allow for continual improvement of the Web activities.

INECE will expand its use of film and multimedia, initially through a two-phased approach: (1) determine key INECE audiences and (2) develop aggressive media, broadband, and film strategies that target these audiences and are capable of achieving measurable success.

INECE will create and implement a methodology to measure the success of the content distributed to INECE's audiences.

#### **4.3 Regional and Topic-Specific Conferences and Workshops**

INECE will continue to organize and manage regional and topic-specific conferences, workshops, and expert meetings. The Secretariat will work with regional and topic-specific network participants, the EPC, and other key partners in designing, organizing, and hosting capacity building workshops, conferences, and other networking events, including at MEA conferences of the parties and relevant subsidiary bodies.

#### **4.4 INECE Newsletter**

The Secretariat will prepare and publish an INECE Newsletter twice or more per year in accordance with the INECE Operating Protocols. INECE will also prepare monthly updates on INECE activities and distribute them via email and the Web.

#### **4.5 INECE Awards and Other Forms of Recognition**

INECE will evaluate the feasibility and propose a strategy for a system of environmental compliance and enforcement awards to recognize the success and good practices of its participants and for exploring other forms of recognition for good actors, both within government agencies, but also within NGOs and the regulated community, and proceed as warranted.

### **5 CROSS-CUTTING ACTIVITIES**

#### **5.1 INECE International Conferences**

INECE's tri-annual international conferences bring together enforcement officials from both developed and developing countries all over the world to share experiences and make plans to

take environmental compliance and enforcement efforts to the next level. Participants forge lasting bonds and spur innovative ideas and projects. They also identify new opportunities for INECE to strengthen environmental compliance and enforcement by closing the "compliance gap," enhancing capacity, and implementing the laws agreed at the national and international level to promote human well-being, ensure a competitive and viable economy, conserve and improve the environment, and help achieve sustainable development.

The Secretariat will work with the Conference Planning Subcommittee and the EPC to prepare for and carry out INECE's 9<sup>th</sup> International Conference in 2011. Planning for the 9<sup>th</sup> Conference will include the development of a detailed conference strategy that defines the conference goals, discusses the conference message, and expresses how the conference activities build on previous INECE work. The strategy also will explain the methodology used for selecting the conference host country, outline ways for ensuring participation from countries outside of the host country's region, and ensure adequate funding. The outcomes of the 9<sup>th</sup> Conference, including the Proceedings and participant recommendations, will guide the development of future INECE activities and will be broadly communicated throughout the network.

## **5.2 Issue Analysis**

INECE will continue to collaborate with national partners, academic institutions, international organizations, and others in the research community to identify priority issues for multidisciplinary research that supports the INECE mission and goals. INECE's research agenda is based on the outcomes of conferences and workshops organized by INECE and its participants and is focused on the following broad themes: (1) benefits of environmental compliance and enforcement; (2) tools, techniques, and approaches for strengthening environmental compliance and enforcement; (3) networking; (4) anti-corruption; and (5) impact of technological change in creating new opportunities for environmental compliance and enforcement.