



PAME REPORT TO SENIOR ARCTIC OFFICIALS



Reykjavik, Iceland 9-10 April 2003



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MANDATE FROM INARI

Strategic Plan for the Protection of the Arctic marine environment:

- recognize the international call for increased coordination and collaboration, particularly at the regional level, and that existing and emerging activities in the Arctic warrant a more coordinated and integrated approach and further that this approach represents a cost-effective way to address the challenges of the Arctic coastal and marine environment.
- ask PAME to develop a strategic plan for the protection of the Arctic marine environment as outlined in the PAME 2002-2004 Work Plan and in close cooperation with all AC working groups.
- welcome Canada and Iceland's offers to co-host an AC workshop in support of the development of a strategic plan for the protection of the Arctic marine environment, to be presented to the Council in 2004.

Regional Program of Action:

- support the implementation and further development of the program support elements for the Regional Program of Action for the Protection of the Arctic Marine Environment from Land-based Activities (RPA), and note with appreciation the proposed expansion of RPA to better address land-based activities in the context of sustainable development of the marine and coastal environment.
- support the implementation and further development of the Russian NPA-Arctic and other National Plans as important components of the RPA and recognize the role PAME may have in providing support.
- encourage the Russian Federation to continue her preparation of a Partnership Conference and the process of its preparatory Round Table meetings concentrating on concrete projects and pre-investment studies.
- request PAME to continue to assist the Russian Federation in conducting the Round Table meetings and the planned Partnership Conference with participation of international organizations and IFIs in these events.
- request PAME to report progress regularly to the SAOs who may give further guidance.

Shipping activities:

- encourage PAME in analysis of shipping activities and its potential environmental risks and further encourage Norway as the lead-country on shipping activities in developing in greater detail its proposal on the follow-up activities of The Snap Shot Analysis of Maritime Activities and ways to address ship generated waste.

DEVELOPMENTS SINCE INARI, OCTOBER 2002

PAME held its working group meeting in Stockholm, Sweden 25-27 February 2003 and followed the 2002-2004 Work Plan. Progress on PAME's work is on schedule as presented below.

Promote an integrated and strategic approach for the protection of the Arctic marine environment

- Preparations of the Arctic marine strategic plan are underway with Canada and Iceland as the lead countries. Context Paper in Preparation of Strategic Plan for the Protection of the Arctic Marine Environment (Attachment I).and a draft Strategic Plan workshop agenda (Attachment II) have been discussed at the meetings of Working Group Chairs, 17 January 2003 and 8 April 2003, at the last PAME meeting and have been distributed to the other working groups of the Arctic Council for their inputs.
- The purpose of developing an Arctic Council strategic plan for the protection of the Arctic marine environment is based on comprehensive, collaborative and integrated ecosystem management approaches.
- The purpose of the Strategic Plan workshop is to highlight and discuss key issues for use in development of the Strategic Plan and is not intended as a decision-making event. Preparation of the final Strategic Plan will occur in a PAME-led process after the workshop.
- Much of PAME's work over the next 2 years will take place within the context of the Marine Strategic Plan.

Prevent marine pollution from land-based activities.

- Canada as the lead-country on LBA suggested that follow-up and update on LBA over the next 2 years be set aside as a separate item and incorporated into the development of the Marine Strategic Plan.
- PAME is considering ways to consolidate reporting on the implementation of the RPA in light of the reporting requirements of the RPA as identified in its section on "Programme Supporting Elements" and the upcoming review meeting of the GPA in 2006.
- PAME continues to participate in UNEP's annual meetings of Regional Seas Conventions and Action Plans in their efforts to strengthen these programmes as many of the issues and problems addressed have relevance to PAME's work.

Russian NPA-Arctic:

- Update on the GEF/Russian NPA-Arctic as well as related events in the Russian Federation was provided at the last PAME meeting by a representative from the Ministry of Economic Development and Trade of the Russian Federation.
- The Ministry of Economic Development and Trade of the Russian Federation wrote to Nordic countries ministries of foreign affairs and/or environment inviting them to participate in the GEF Project, either directly or through bilateral projects.

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- In the second quarter of 2003, the European Commission will prepare a new Action Plan on Policy of the Northern Dimension. The Russian SAO proposed to the Arctic Council that this Action Plan include support for the *NPA-Arctic*.
- Canada, Iceland and the United States have noted its continued support towards the implementation of the GEF Project to the overall work of the Arctic Council and expressed its continued support to this project through both financial and technical means.
- The planning of the round table meetings is important in the preparatory process of the Partnership Conference. The timing of the roundtables is linked to the preparation of sufficiently detailed projects proposals that would be expected about 15 months after the beginning of the GEF Project.
- The Partnership Conference will take place in Russia with participation of all national and international stakeholders after the results from the roundtables are finalized.

Prevent Marine Pollution from Maritime Activities

Arctic Waters Oil Transfer Guidelines

- Canada is the lead country on developing Arctic Waters Oil Transfer Guidelines. These Guidelines are intended to address additional provisions deemed necessary for consideration beyond existing requirements of the SOLAS Convention in order to take into account the climate conditions of Arctic ice-covered waters and to meet appropriate standards of maritime safety and pollution prevention.
- Following timeline in finalizing the Guidelines has been agreed upon by PAME:
 - A new draft of the Guidelines prepared comments and for distribution to all members, Arctic Council working groups and Permanent Participants by June 1st 2003.
 - The final version of the Guidelines be ready for adoption at the next PAME working group meeting (early part of 2004) followed by submission and approval at the next Ministerial meeting of the Arctic Council in fall 2004.

Work in Arctic Shipping of relevance to PAME

- Further work on The Snap Shot Analysis of Maritime Activities will be considered in the context of the Marine Strategic Plan.
- Overview on following ongoing activities of relevance to PAME's work in Arctic shipping was provided at last PAME meeting.
 - the new Arctic ship guidelines of the *International Maritime Organization* (IMO),

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- the Arctic marine transport project of the *International Arctic Science Committee (IASC)*,
- the Arctic Council's *Circumpolar Infrastructure Task Force (CITF)*, and
- the *Arctic Climate Impact Assessment (ACIA)*.

Offshore Oil and Gas Guidelines 2002

- The updated version of the Offshore Oil and Gas Guidelines have been translated into Russian and are available on PAME's homepage: www.pame.is. Hard copies will be made available in English and Russian.

COORDINATION WITH OTHER WORKING GROUPS

All working groups of the Arctic Council have been informed on the work of the Arctic Marine Strategic Plan to ensure their early participation in this process through inputs on respective marine components of their existing programmes to ensure that they are accurately and appropriately reflected in the strategic plan and the planned workshop.

PAME ADMINISTRATION AND MANAGEMENT

The PAME Secretariat received \$114.000 US through voluntary contributions for 2002, of which approximately half is provided by the Icelandic government. The projected operational costs for 2003 is estimated to be \$ 155.000 US. The core staff consists of an Executive Secretary (100%) and an Administrative Assistance (40%) that is shared with the CAFF Secretariat.

Next PAME meeting is planned to take place shortly after the Marine Strategic Plan workshop which is planned to be held in Iceland in October 2003. Exact time and place to be determined.



ATTACHEMENT I

Draft Context Paper in preparation of Strategic Plan for the Protection of the Arctic Marine Environment - Prepared by Iceland and Canada

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1. TERMS OF REFERENCE

From the Inari Declaration:“Recognize that existing and emerging activities in the Arctic warrant a more **coordinated** and **integrated** strategic approach to address the challenges of the Arctic coastal and marine environment and agree to develop a strategic plan for protection of the Arctic marine environment under leadership by PAME.”

2. RATIONALE

Abundant natural resources, increasing transportation and economic activity, and significant changes due to climatic processes, are resulting in increased use and threats to the Arctic marine environment. Measures to control and reduce these pressures and impacts exist but they have largely been reactive and developed on a sector-by-sector basis resulting in a patchwork of policies, legislation and programs. A more coordinated and strategic approach to managing the Arctic marine and coastal environment is needed. Integrated approaches offer an effective and cost-efficient way to address existing and emerging challenges.

3. OBJECTIVE AND APPROACH

Develop an Arctic Council strategic plan for the protection of the Arctic marine environment based on comprehensive, collaborative and integrated **ecosystem management approaches**.

A collaborative approach to management aims to improve working relationships and seek decisions that meet the needs and interests of all parties to the greatest degree possible.

Ecosystem based management recognizes the complexity of ecosystems and the inter-relationships among component parts.

4. PAMES ROLE

The 3rd Arctic Council Ministerial (Inari, 2002), through the Declaration and SAO Report to Ministers, supported the need for a more coordinated approach for the protection of the Arctic marine environment and recognized the relevance to PAME’s mandate.

Accordingly, PAME’s has been tasked with the development of a strategic plan by 2004. PAME will advance a collective approach, respecting existing mandates, to produce a plan that will guide Arctic Council activities related to the protection of the Arctic seas.

As a means to ensure broad-based input and facilitate the development of a strategic plan, Iceland and Canada have offered to host a workshop/conference in 2003.

5. GUIDING PRINCIPLES

The guiding principles that PAME will use to develop a strategic plan are:

- build on existing Arctic Council principles, policies, strategies and programs (Scope of work for the strategic plan will be limited to sustainable development topics covered by the Arctic Council.),

- involve indigenous people and incorporate traditional knowledge,
- promote cooperation and collaboration with the Arctic Council working groups, other relevant international, regional and non-governmental organizations to ensure coordinated and cost-effective approach,
- apply a broad ecosystem-based and sustainable development management approach.

6. MULTILATERAL INSTRUMENTS

There are a vast number of multilateral instruments which provide the framework for the international regime in the protection of the marine environment. The summary provided below only serves as background information and provides some examples with a short qualitative description of their content. The purpose is not to propose exhaustive analysis and status of these instrument but rather to illustrate the need for collaboration of efforts and the use of integrated approaches in addressing the protection of the Arctic marine environment.

Arctic ocean agreements, policies and strategies

AEPS (1991). The Arctic Environmental Protection Strategy (AEPS) was initiated in 1991 (Rovaniemi process). Under this framework, the countries acknowledged the growing national and international appreciation of the importance of Arctic ecosystems and an increasing knowledge of global pollution and resulting environmental threats inside and out of the Arctic region. AEPS provides an intergovernmental strategy for the environmental protection of the Arctic. The 1991 Rovaniemi Declaration committed Arctic countries to:

“Protection of the Marine Environment in the Arctic, to take preventative and other measures directly or through competent international organizations regarding marine pollution in the Arctic irrespective of origin.”

Arctic Council (1996): In 1996, the eight Arctic countries created the Arctic Council. The *Declaration on the Establishment of the Arctic Council* created the Council as a high level forum to address common concerns and challenges in the circumpolar region. Through intergovernmental and non-governmental cooperation the Council aims to protect the Arctic environment and promote sustainable development as a means of improving the economic, social and cultural well-being of the north.

International agreements and conventions

- MARPOL (1973/78) – (to be added)
- Chapter 17 of Agenda 21 (1992) Agenda 21 is the blueprint for sustainable development and was a major product of the 1992 UN Conference on Environment and Development, a.k.a. the “Earth Summit”. Chapter 17 is dedicated to oceans and outlines the essential elements for sustainable development. It promotes an ecosystem approach to address habitat degradation, pollution, living marine resources, etc.

- Convention on Biological Diversity (1993). The purpose of the Convention is to conserve and sustainably use biological diversity and ensure the fair and equitable sharing of the benefits arising out of the use of genetic resources. The Jakarta Mandate of the Convention is a program of action with respect to marine and coastal biodiversity, it premised on the application of an ecosystem-based management.
- UNCLOS (1994) is an international convention providing a comprehensive framework for the management of the world's oceans, considered the "constitution of the ocean". The principles under the terms of Article 194 (5) support the management of living marine resources and coastal habitats from an ecosystem perspective.
- Framework Convention on Climate Change (1994) – (to be added)
- Global Programme of Action (1995) is an intergovernmental agreement aimed at addressing marine pollution that originates from land-based activities. It addresses pollution discharges through the application of an ecosystem approach.
- Protocol to the London Convention (1996) - (to be added)
- Consultative Process on Oceans (2000)– The UN open-ended Informal Consultative process on Oceans and the Law of the Sea was launched in 2000 as an annual consultation between governments, NGOs and international organizations to consider means of improving coordination and cooperation for improved ocean management and better inform the UN General Assembly annual debate on oceans and Law of the Sea. The Process has highlighted the complex and interrelated nature of the oceans, and the need to manage oceans in a more holistic, integrated and ecosystem-based manner.
- Stockholm Convention on Persistent Organic Pollutants (adopted 2001) –(to be added)
- WSSD 2002 An international conference intended to review progress made since the 1992 Earth Summit and determine how to proceed to attain sustainable development goals etus to protection of the environment. A major product was the Plan of Implementation which outlines a number of specific goals and target dates. A discrete section on oceans includes goals related to marine assessment, pollution, applying an ecosystem approach and addressing fishing capacity. The Summit has given a strengthen impetus for integrated and regional approaches to resource management, and managing for environmental, social and economic needs.

Regional seas agreements and conventions

HELCOM – (to be added)

OSPAR – (to be added)

7. GLOBAL TRENDS

The evolution of natural resource management has increasingly been towards more holistic and integrated approaches. The ineffectiveness and failure of attempting to manage single components of inter-related systems has repeatedly been borne out. The necessity to manage entire ecosystems and address environmental, social and economic objectives was widely endorsed at the Earth Summit in 1992 and reconfirmed at WSSD.

What WSSD also revealed is that there have been an incredible number of agreements, conventions and institutions formed which are intended to achieve sustainable development but there is an “implementation gap”. While the frameworks exist and principles such as precaution and ecosystem approach are widely accepted and included in most multilateral instruments, the challenge now is how to implement these principles and manage to meet sustainable development goals and objectives.

The UN Secretary General’s Report on Oceans and Law of the Sea reveals that to advance ocean management, existing instruments must be better implemented and adhered to. The Consultative Process on Oceans supports this observation and has called for increased compliance and improved coordination and collaboration, particularly at the regional level. The trend has been an increased understanding that resources must be managed within the context of entire ecosystems and that regional cooperation and action has the greatest potential to address and avoid problems of degradation. The regional level best approximates the scale of impact and the most relevant and efficient level of coordination. Working regionally offers “economy of scale” for such joint efforts as research, monitoring and enforcement.

Abundant natural resources, increasing transportation and economic activity, and significant changes due to climatic processes, are resulting in increased use and threats to the Arctic marine environment. Measures to control and reduce these pressures and impacts exist but they have largely been reactive and developed on a sector-by-sector basis resulting in a patchwork of policies, legislation and programs. A more coordinated and strategic approach to managing the Arctic marine and coastal environment is needed. Integrated approaches offer an effective and cost-efficient way to address existing and emerging challenges.

8. COOPERATION AND COLLABORATION WITH ARCTIC COUNCIL WORKING GROUPS

An important feature of the strategic plan will be to offer an integrated approach for the various marine related activities that are managed by the different working groups. The integrated approach will respect the roles and responsibilities assigned to the various Arctic Council Working Groups and will focus on partnership arrangements to achieve the desired results.

Working Groups will be asked to identify the marine components of their existing programmes and ensure that they are accurately and appropriately reflected in the strategic plan. Working Groups will also be asked to assist with developing the best approach for dealing with the emerging challenges for the protection of the Arctic marine environment.

The strategic plan will be developed in an inclusive and transparent fashion as illustrated in Table 1 below. Iceland and Canada will serve as lead countries with PAME providing the lead Working Group coordination and support. All Arctic Council Working Groups and Arctic Council participants will be provided regular opportunities to contribute to the development of the strategic plan.

The proposed workshop scheduled for October 2003 is a critical step in the development process.

9. MAJOR MILESTONES AND REQUIRED DELIVERABLES/ACTIONS

Period	Deliverables/Actions
Jan 16/03	WG Chairs – provide paper describing main characteristics and objectives of wksp
Feb 01/03	Iceland & Canada prepare an agenda outline for PAME
Feb 25/03	PAME mtg – develop draft wksp agenda
Mar 10/03	Submit draft agenda to WGs, SAOs
Apr 9/03	SAO mtg – planning session with WG Chairs and other interested parties, SAOs approve draft agenda
May XX/03	Announce wksp
Sep 23/03	Submit progress report (incl. template) to PAME, WGs, SAOs et al
OCT XX/03	HOLD WORKSHOP
Oct 23/03	SAO mtg – planning session with WG Chairs and other interested parties
Dec XX/03	Iceland & Canada prepare a draft strategic plan, circulate to PAME
Jan XX/04	Circulate to WGs/SAOs
Feb XX/04	PAME mtg – continue to develop draft strategic plan
Apr XX/04	Submit draft strategic plan to SAOs et al
May XX/04	SAO Mtg – comments on draft strategic plan
Jun XX/04	Iceland & Canada revise strategic plan, circulate to PAME
Jul XX/04	Circulate to WGs, SAOs
Aug XX/04	Finalize strategic plan
Sep XX/04	Submit to SAOs
Oct XX/04	4th AC Ministerial – endorse strategic plan

10. WORKSHOP

The workshop is an opportunity to ensure broad-based input into the development of a strategic plan, explore improved collaboration and coordination on the Arctic ocean agenda, move towards modern ocean management and meet international commitments related to the protection of the Arctic marine environment.

Objectives

The proposed principle objectives/outcomes of the workshop are to:

- confirm the strategies, policies and programmes that are applicable to a strategic plan;
- recommend the objectives and activities which should be included in the strategic plan; and,
- recommend the coordinating and reporting mechanisms to support a strategic plan.

Specific themes of the workshop will be developed after further consultations with the Arctic Council Working Groups but will include issues addressed in the PAME 1996 Report such as land-based activities, dumping of wastes at sea, shipping activities, offshore oil and gas activities and other emerging issues through the use of integrated ecosystem management approaches (e.g LMEs).

Possible Workshop papers

In order to inform workshop discussions and contribute to the development of the strategic plan a number of background papers could be solicited from governmental and non-governmental sources. The following are examples of subjects that warrant specific consideration and analysis:

1. Arctic Marine Transportation - a summary of current shipping activities and forecast trends in shipping taking account of environmental, economic and social factors that could significantly affect marine transportation.

2. Understanding Arctic Marine Science: - An Overview for Policy Makers of What is Known and What is Yet to be Learned. This would take into account AMAP's Second Assessment and other current sources of information.

3. Indigenous Peoples Interests and Needs in the Protection and Utilization of Arctic Marine Resources.

4. Offshore Arctic Oil and Gas Development - What Does The Future Hold? This paper could set out the issues and an overview of policy, program and operational measures to address conflicting uses.

5. Understanding the Legal Framework for Arctic Marine Protection: Where is it Today and Where Might it be Going in the Next Decade?

6. Ecosystem-based approaches to conserving and managing Arctic flora and fauna

7. Sustainable coastal communities and WSSD outcomes (Canada)

8. State of the Marine Environment Reporting (Iceland)

9. Ecosystem based Approach (Iceland – Ministry of Fisheries) – Framework and current trends in legal conventions and agreements.

10. Emerging issues - the overall trends in climate change and potential effects on the marine environment (e.g. shipping activities).

11. Partnership approaches for pollution prevention projects

12. Risk-based management approaches

Other papers to be determined.

Invitees

- Working Groups of the Arctic Council
- Permanent Participants and Observers
- Indigenous and local groups
- Relevant international, regional and non-governmental organizations
- Individual experts

**ATTACHMENT II****Strategic Plan for the Protection of the Arctic Marine Environment (SPPAME)****FOR DISCUSSION (Draft March 7)**

- Prepared by Iceland and Canada -

PRELIMINARY WORKSHOP AGENDA

October 19 – 22, 2003

Svartsengi, Iceland

DAY ONE:

SUNDAY, OCTOBER 19, 2003		
1800 hrs	Registration	Room X
1900 hrs	Welcoming Remarks By...	
1920-2100	Reception <i>Key note speaker?</i>	

EXHIBITS

Countries, intergovernmental and non-governmental organizations will have an opportunity to showcase their work related to the marine environment. For the duration of the workshop, space will be provided to allow exhibitors to display images and distribute material outlining their efforts towards improved ocean management.

**DAY TWO:**

MONDAY, OCTOBER 20, 2003		
0800-0900 hrs	Registration and Refreshments	
0900-0930 hrs	Opening Address – Setting the Scene <i>The origins, goals and objectives of the workshop and a presentation of key issues and opportunities by...</i>	Room X
SESSION 1: DRIVERS OF CHANGE FOR THE ARCTIC MARINE ENVIRONMENT A summary of the key threats and challenges		
0930-1020 hrs	State of the Arctic Marine Environment <i>What is the current situation and how does the Arctic marine ecosystem function, ACIA</i>	
1020-1040 hrs	Health Break	
1040-1110 hrs	Emerging Issues (e.g., human and economic) Presentation by Indigenous Peoples	
1110-1200 hrs	Plenary Discussion <i>Participants will have an opportunity to discuss the changing nature of the Arctic. Co-Chairs will summarize the key pressures and threats.</i>	
1200-1300 hrs	Lunch	
SESSION 2: TRENDS IN OCEAN MANAGEMENT Examples of various international, regional and national approaches		
1300-1320 hrs	WSSD and the Arctic <i>A summary of the implications for the Arctic, including the need for ecosystem-based approaches</i>	
1320-1345 hrs	EU Marine Strategy Presentation by	
1345-1420 hrs	Regional Approaches Regional Seas Overview, UNEP Implementing Ecosystem-based Management, OSPAR/HELCOM	
1420-1500 hrs	National Ocean Strategies and Programmes Canada / White paper from Norway Russian NPA-Arctic	
1500-1520 hrs	Health Break	
1520-1600 hrs	Strategies by regional/international Organizations Presentations by (e.g., IUCN, WWF)	
1600-1700 hrs	Plenary Discussion <i>Participants will have an opportunity to discuss various approaches to ocean management and how they might apply to the Arctic marine environment. Co-Chairs will summarize the key elements.</i>	

**DAY THREE:**

TUESDAY, OCTOBER 21, 2003		
0830-0900 hrs	Refreshments	
<p align="center">Session 3: Panel - Arctic Council Working Groups</p> <p><i>A summary of marine components of the various workplans and strategies presented by a panel of Working Group Chairs/representatives (PAME, AMAP, ACAP, CAFF, EPPR, and SDWG)</i></p>		
0900-1000 hrs	<p>Panel Discussion</p> <p><i>Co-Chairs will moderate a discussion of coordination and collaboration and reporting on progress from an Arctic Council context.</i></p>	
1000-1020 hrs	Health Break	
1020-1100 hrs	<p>Panel Discussion, continued</p> <p><i>Co-Chairs will continue to moderate the discussion and summarize key elements.</i></p>	
<p align="center">Session 4: The Circumpolar Response</p> <p align="center">Considering the changes, pressures, approaches and initiatives what should be the circumpolar response?</p>		
1100-1200 hrs	<p>Breakout Groups</p> <p>What are the key elements of a strategic plan?</p> <ul style="list-style-type: none"> - What are the basic tools necessary for integrated approaches? - How could integrated approaches be applied in the Arctic? - What are the mechanisms for cooperation and collaboration? - How do we measure progress? 	
1200-1300 hrs	Lunch	
1300-1345 hrs	<p>Breakout Group Summaries</p> <p><i>Rapporteurs will present the results of the morning's discussions</i></p>	
1345 hrs	<p>Session 4: Continued</p> <p><i>Co-Chairs will introduce the afternoon session with a focus on opportunities</i></p>	
1400-1500 hrs	<p>Breakout Groups</p> <p>What are the opportunities offered by a strategic plan?</p> <ul style="list-style-type: none"> - What are the sustainable development opportunities? - Are there opportunities for enhanced technical cooperation and assistance? - What are the partnering opportunities, within and outside the Arctic Council? 	
1500-1520 hrs	Health Break	
1520-1600 hrs	<p>Breakout Group Summaries</p> <p><i>Rapporteurs will present the results of the afternoon discussions</i></p>	



1600-1645 hrs	Plenary Discussion <i>Participants will have an opportunity to discuss the key characteristics of a strategic plan. Co-Chairs will summarize the day's discussions.</i>	
1645-1700 hrs	Wrap up	

DAY FOUR:

WEDNESDAY, OCTOBER 22, 2003		
0830-0900 hrs	Refreshments	
Session 5: A Roadmap for the Arctic Marine Environment		
0900-1000 hrs	Panel Discussion <i>Co-Chairs will moderate a panel discussion of the desired state of the Arctic Marine Environment and vehicles to get there. Panel representatives to include government, NGO, industry and intergovernmental representatives</i>	
1000-1020 hrs	Health Break	
1020-1100 hrs	Plenary Discussion <i>Participants will have an opportunity to discuss future directions. Co-Chairs will summarize discussions.</i>	
1100-1130 hrs	Workshop Summary and Next Steps <i>Co-Chairs will summarize the priorities and strategic directions and outline the way forward to facilitate the development of a strategic plan.</i>	
1130 hrs	Adjourned	