

Management Success Framework

Land and Sea Management Strategy for Torres Strait 2016-2036

This document outlines the framework used to ensure priority outcomes in the Land and Sea Management Strategy for Torres Strait are successfully implemented.

Vision

The Torres Strait is a spectacular region of Australia with diverse natural and cultural values of national and international significance. The vision for land and sea management in Torres Strait is:

Empowering Torres Strait Islander and Aboriginal peoples to sustainably manage and benefit from their land, sea and cultural resources into the future, in accordance with Ailan Kastom, Aboriginal Lore/Law and native title rights and interests.

Key People, Sea and Land values of the Torres Strait



Figure 1: Ailan Kastom, Aboriginal Lore/Law, culture, traditional ecological knowledge and native title rights and interests galvanise all aspects of the key People, Sea and Land values of the Torres Strait

Sixteen key values that make the Torres Strait unique have been identified in the Strategy under the overlapping themes of People, Sea and Land. These key values are totally interconnected and galvanised by the continued practice of Ailan Kastom, Aboriginal Lore/Law, culture, traditional ecological knowledge, and native title rights and interests (Figure 1).

Protecting these key values is the priority focus for land and sea management.

Management directions

To help achieve the vision, guiding principles dictate that land and sea management in the Torres Strait must: be culturally appropriate, empower Traditional owners, deliver enduring outcomes, adopt integrated decision-making, demonstrate strong adaptive management and focus on protecting and managing key values.

For each key value the Strategy identifies the desired outcomes, current situation and strategic management directions required to achieve the outcomes and harness the effort of all delivery partners.

State of the Torres Strait environment

Best available traditional and scientific knowledge have been used to prepare a preliminary state of environment report card for Torres Strait (Figure 2). This will be used as the basis for long-term outcome level performance reporting. Whilst the region's environment is still largely in healthy condition (11 of the 16 key values are considered to be in good or very good condition), a high level of management and protection is required to maintain and enhance the resilience of these key values in the face of significant challenges driven by global, regional and local forces.

Theme	Key Value	Existing Condition	Desired Condition	Significance	Threat level	Trend	Confidence
People	Ailan Kastom, Aboriginal Lore/Law, cultural heritage and enduring connection to land and sea	Good	Very Good	International	Medium	Uncertain	Medium
People	Traditional Ecological Knowledge (TEK)	Some Concern	Very Good	International	High	Improving	Medium
People	Scientific research and monitoring	Some Concern	Very Good	International	Medium	Improving	Medium
People	Strong regional and community-based management capacity	Good	Very Good	National	Medium	Improving	Medium
Sea	Healthy sea ecosystems	Good	Very Good	International	High	Stable	Medium
Sea	Marine water quality	Good	Very Good	International	High	Declining	Medium
Sea	Coral reefs	Good	Very Good	International	High	Declining	Medium
Sea	Seagrass meadows	Very Good	Very Good	International	Medium	Uncertain	Medium
Sea	Dugong	Good	Very Good	International	Medium	Stable	High
Sea	Marine turtles	Some Concern	Very Good	International	Very high	Declining	High
Sea	Subsistence fishing	Good	Very Good	International	Medium	Uncertain	Medium
Land	Healthy land ecosystems	Good	Very Good	National	Medium	Uncertain	Medium
Land	Sustainable human settlements	Some Concern	Very Good	National	High	Declining	Medium
Land	Coasts and beaches	Some Concern	Very Good	National	High	Declining	Medium
Land	Mangroves, tidal and freshwater wetlands	Good	Very Good	International	High	Declining	Medium
Land	Coastal birds	Good	Very Good	International	Medium	Uncertain	Low

Figure 2: Summary of 2016 regional state of environment report card for Torres Strait

Adaptive management framework

As the condition and trend of our key values and the pressures on them continue to change we need to learn from experience, build on achievements and continually improve management. The adaptive management cycle—built on the simple steps think, plan, do, learn, improve—underpins land and sea management in Torres Strait (Figure 3).

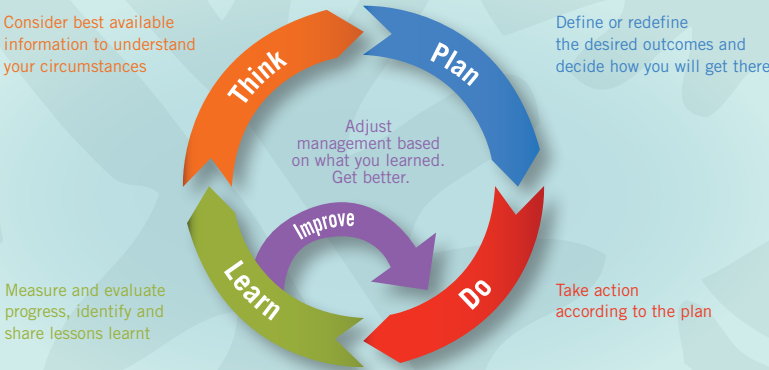


Figure 3: The adaptive management cycle – Think, Plan, Do, Learn, Improve

Implementation arrangements

The long-term priorities and desired outcomes identified in the Strategy will be implemented through a variety of mechanisms operating at the regional and community level. The Strategy will be reviewed every 10 years to ensure it remains relevant to community aspirations and implementation plans and the State of Environment report will be updated every 5 years (Figure 4).

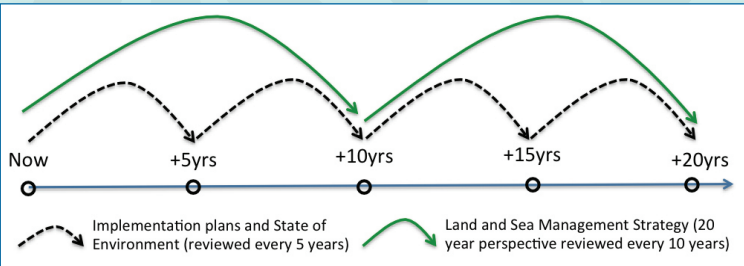


Figure 4

Management effectiveness evaluation

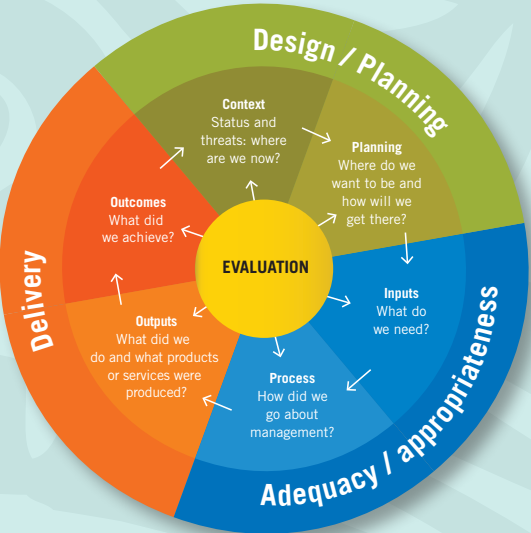


Figure 5: The IUCN management effectiveness evaluation cycle (GBRMPA, 2014a)

Improvement (MERI) plans required by government investors, and Key Performance Indicators (KPIs) in the Torres Strait Development Plan will also be used to evaluate and report on land and sea management activities in the region.

The relationship between the vision, guiding principles, the four theme areas (including key projects, programs and foundational activities) together with the key MEE measures are summarised in the following page.

Evaluation attribute	Existing situation	Desired situation	Strategic directions
1. Context (knowledge)	Some Concern	Very Good	Consolidate the regional information base and better integrate TEK and western science sources.
2. Planning (direction)	Good	Very Good	Further strengthen and integrate community-based land and sea management planning in partnership with RNTBCs.
3. Inputs (resources)	Good	Very Good	Secure sustainable long-term funding arrangements with investment partners and align resources with agreed priorities.
4. Processes (approach)	Good	Very Good	Better integrate TEK and Ailan Kastom into decision-making and build capacity of RNTBCs to deliver land and sea management.
5. Outputs (actions)	Good	Very Good	Ensure management strategies and actions are being implemented consistent with project milestones and agreed priority.
6. Outcomes (results)	Some Concern	Very Good	Sharpen management focus on achieving desired outcomes (enhancing the condition and trend of key values).
7. Evaluation (feedback)	Some Concern	Very Good	Strengthen evaluation methods (to focus increasingly on outcomes) and state of environment reporting systems at the regional and island cluster level.

Figure 6: Preliminary regional management effectiveness evaluation

In line with the IUCN management effectiveness evaluation (MEE) system, performance measures will be used to evaluate each phase of the Torres Strait land and sea management cycle including context, planning, inputs, processes, outputs, outcomes and evaluation (Figure 5).

A preliminary regional management effectiveness evaluation undertaken in 2016 will be used as a reference point for long-term MEE reporting (Figure 6).

Project specific Monitoring, Evaluation, Reporting and

# Empowering Torres Strait Islander and Aboriginal peoples to sustainably manage and benefit from their land, sea and cultural resources into the future, in accordance with Ailan Kastom, Aboriginal Lore/Law and native title rights and interests

## Culturally appropriate

Reinforcing native title rights and interests, respecting Ailan Kastom and Aboriginal Lore/Law, incorporating Traditional Ecological Knowledge, and aligning with Traditional Owner interests.

## Empowering Traditional Owners

Supporting self-determination at the local and regional scale.

## Delivering enduring outcomes

Providing environmentally, economically and socially sustainable solutions.

## Adopt integrated decision-making

Using evidence-based approaches that take a long-term holistic perspective and consider all relevant factors.

## Demonstrate strong adaptive management

Applying flexible approaches that incorporate learning from experience.

## Focus on protecting and managing key values

Keeping the unique features of Torres Strait secure for the benefit of future generations.



## LAND

### Land theme projects

- Invasive Species Management Project
- Biodiversity Planning and Management Project
- Sustainable Horticulture Project

### Foundational Activities:

Inter-agency collaboration, partnership negotiations, leveraging funding, capacity-building, awareness raising, provision of technical support.



## SEA

### Sea theme projects

- Dugong and Turtle Management Project
- Marine Ecosystem Monitoring Project

### Foundational Activities:

Community-based planning, management and monitoring processes, Traditional Owner engagement, research partnerships, inter-agency collaboration, provision of technical support.



## PEOPLE

### People theme projects

- Ranger Project
- Traditional Ecological Knowledge Project
- Indigenous Protected Areas Project
- Environmental Education Project

### Foundational Activities:

Traditional Owner engagement, participatory planning, policy development, Treaty processes, partnership negotiations, promotional activities, capacity building.

## COAST & CLIMATE

### Coasts and climates theme projects

- Climate Change Adaptation and Resilience Project
- Renewable Energy Project

### Foundational Activities:

Inter-agency collaboration, partnership negotiations, leveraging funding, regional and local-scale consultation, assessment of climate change risks and projections, vulnerability analysis, planning.

**Management Effectiveness Evaluation (MEE) covers all aspects of Land and Sea Management across the People, Sea, Land and Coasts and Climate themes**

### Context

Quantity, quality and adequacy of regional information and the integration of TEK and western science in management activities.

### Planning

Efficiency/adequacy of strategic planning, quality of strategic planning, effectiveness of community involvement in strategic planning. Number of communities with approved environmental management plans being actively implemented.

### Inputs

Efficiency of use of inputs to deliver on Strategy. Adequacy of inputs (type and amount of resources) to deliver on Strategy. Total funding and staffing including number of Torres Strait Islander and Aboriginal people employed in land and sea management positions in the region.

### Processes

Adequacy/effectiveness of governance mechanisms and tools for intercultural collaborative planning, management, monitoring and evaluation. Effectiveness of financial management systems. Effectiveness of partnership arrangements to support implementation of the Strategy.

### Outputs

Successful delivery of agreed projects and programs funded by TSRA and external investors as measured by project specific objectives (individual M&E plans as required).

### Outcomes

Condition and trend of 16 identified People, Sea, Land key values as measured by the 5 yearly State of Environment Regional Report Card.

### Evaluation

Strength of adaptive management feedback loop as measured by management effectiveness and evaluation systems across all aspects of the management cycle.