

FOREWORD

The 2017–2027 Strategic Plan builds on the successes and lessons learned in the implementation of the 2011–2015 Strategic Plan. SPREP has used these lessons together with an extensive consultation process with Members, partners, and Secretariat to develop this strategic plan. The plan has also been guided by Member commitments to the strategic directions for the region set out in the Framework for Pacific Regionalism, the priorities defined by the SAMOA Pathway¹, commitments to the Sustainable Development Goals, and other important regional and global commitments.

Fundamental to development of this strategic plan has been the need for a more integrated, focused, programmatic approach to addressing strategic priorities. This approach will improve service delivery to Members and the implementation of SPREP's new roles as a Regional Implementing Entity for the Adaptation Fund and the Green Climate Fund. The Pacific Climate Change Centre to be established at SPREP will also enhance service delivery across the Pacific island region as a centre for collaboration and partnerships, as we fulfil our mandate given by our Pacific leaders for environmental management and climate change coordination in the Pacific.

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Chair of the SPREP Meeting

Kosi Latu

Director General

¹ Small Island Developing States Accelerated Modalities of Action

1. The Pacific Regional Environment Programme

In 1993, Pacific Leaders came together to formally establish the Pacific Regional Environment Programme (SPREP) and confirm its secretariat as the Pacific's primary intergovernmental organisation, charged with supporting the work of Members to address the region's environmental management challenges.

SPREP is a partnership of 26 Members² scattered over thousands of kilometres of ocean but sharing common elements of culture, history, and environment.

For thousands of years, the people of the Pacific region have relied on rich natural resources for their survival. The marine environment sustains them, and they depend on it for food, transport, traditional practices, and economic opportunity. Lands and forests of the Pacific islands have nurtured their inhabitants by providing food, fuel, and shelter. Indigenous cultures and their traditions over many generations have developed a rich heritage of stewardship over natural capital, of traditional management practices, and of knowledge.

There has also been a long history of ecosystem modification and species extinction across the Pacific; this trend has accelerated with modern development pressures. While climate change is at the forefront of regional concerns, ongoing issues of pollution and waste, land-use changes such as deforestation which can undermine long-term sustainable development, population growth, and marine resource depletion continue to threaten the long-term viability of island economies.

Ecosystem-based approaches must underpin development if Pacific island societies are to establish a balance between the aspirations of societies and the sustainability of the ecosystem services that support them. Equally, behavioural change is needed for addressing issues such as waste management and pollution control.

Pacific leaders showed great foresight in establishing SPREP's mandate '*to promote co-operation in the Pacific region and provide assistance in order to protect and improve its environment and to ensure sustainable development for present and future generations*'.³

SPREP works to provide our 21 Pacific island Members with technical advice and support for capacity building for the region's environmental and development priorities and promotes sustainable development and co-operation in the region. SPREP is also a member of the Council of Regional Organisations of the Pacific (CROP) and works with its peer CROP agencies to serve the people and governments of the region.

² American Samoa, Australia, Cook Islands, Federated States of Micronesia, Fiji, France, French Polynesia, Guam, Kiribati, Marshall Islands, Nauru, New Caledonia, New Zealand, Niue, Northern Mariana Islands, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, United Kingdom, United States of America, Vanuatu, and Wallis and Futuna.

³ SPREP Agreement (1993)

With the support of the Secretariat, much progress has been made by SPREP Members to address environmental concerns.

Members have shown leadership and confidence in advocating their interests in achieving positive outcomes for the region in international fora. Pacific leadership has influenced multilateral environment agreements, including the adoption of 1.5 degrees in the Paris Agreement.

Members have shown leadership in our own region, notably in ocean conservation. The Pacific now has the most marine protected areas over the largest area of ocean on the planet.

Enormous challenges still remain. Dominant among these are the increasing impacts of climate change, which overlay and make worse the range of other environmental management issues that Pacific island Members have also prioritised. Addressing these issues will require a balanced approach that delivers solutions that focus on all critical sectors. Now more than ever, we look to our partnership in SPREP to help us manage these challenges.

Our vision: *‘A resilient Pacific environment sustaining our livelihoods and natural heritage in harmony with our cultures.’*

1.1 Climate Change is our principal concern

1.1.1 SPREP’s role in climate change

Pacific island leaders recognise climate change to be the biggest threat facing the region, with serious implications for sustainable development and the environment that has nurtured the Pacific’s unique cultures. Climate change is a dynamic, fast-moving area of action, and SPREP is well placed as a leader, coordinator, and implementer for this important issue in its areas of competence and expertise.⁴

The establishment of the Pacific Climate Change Centre (PCCC) provides a regional hub for inclusive collaboration and coordination to meet the priority adaptation and mitigation priorities of Pacific island countries and territories (PICTs). All organisations working in Pacific climate adaption and mitigation will have a conduit for collaboration and a mechanism for focussing and coordinating effort to maximise the impact of the region’s

⁴ SPREP’s mandate endorsed by Pacific Island Leaders is based on the SPREP Treaty (1993); Pacific Islands Framework for Action on Climate Change (PIFACC); and Pacific Islands Meteorological Strategy (PIMS).

scarce technical, human, and financial resources on the priorities of Pacific island countries and territories for climate action.

1.1.2 SPREP's leadership and coordinating role:

Historically, SPREP was the only agency supporting the region on climate change. SPREP began this formal support in 1994 and will continue to be the lead coordinating agency on the UNFCCC process, and regional meteorological services. SPREP will work with other stakeholders in climate change and resilience.

SPREP will continue its leadership to contribute to coordinated regional approaches to climate change agreed regional mechanisms and fora, maintain its coordination of Pacific island advocacy and negotiations in multilateral fora, and continue to work with all Members.

The SPREP Secretariat has a unique role within the regional architecture defined in the SPREP mandate: *to promote co-operation in the Pacific region and provide assistance in order to protect and improve its environment and to ensure sustainable development for present and future generations.*⁵

In doing so, SPREP will continue to collaborate with other CROP agencies to make best use of the financial, human, and technical resources applied to Pacific Islands' environmental priorities and deliver agreed environmental outcomes.

SPREP will continue to provide effective coordination of regional efforts in the spirit of the Framework for Pacific Regionalism and within SPREP's mandated areas of focus and to collaborate with other regional organisations and partners who provide additional expertise and capacity.

1.1.3 SPREP's role in implementation:

SPREP will work alongside our partners and other CROP agencies to respond to Pacific Leaders decisions, including the soon to be endorsed Framework for Resilient Development in the Pacific (FRDP) and its Pacific Resilience Partnership (PRP)⁶. The FRDP provides a new framework for addressing climate change and disaster management in a coordinated way. Through the proposed working group to establish the PRP, SPREP will work with others to arrange for coordinated implementation of the FRDP. Commensurate with its climate change expertise and relationships, SPREP will have a major role in the implementation of the FRDP and the PRP.

⁵ SPREP Agreement (1993)

⁶ Based on the final decision, this placeholder text will be revised.

In areas of competence and expertise, SPREP is engaged in practical adaptation and mitigation activities, supporting national meteorological services, providing policy advice in UNFCCC processes, and assisting Pacific countries to access climate finance and other donor support to address the challenges of climate change, particularly in SPREP's role as a Regional Implementing Entity for the Adaptation Fund and Green Climate Fund.

SPREP will draw upon its rich experience in the Pacific, including through established relationships with governments and key stakeholders, to carry out implementing roles that include:

- coordinating Pacific climate change action;
- coordinating effective advocacy for members to influence global and regional climate initiatives, including UNFCCC processes, and assisting implementation of their international commitments;
- assisting members to access climate finance;
- hosting the Pacific Climate Change Centre;
- hosting the regional office of the World Meteorological Organisation;
- serving as the lead regional agency and hub for meteorological services and early warning systems; and
- leveraging additional resources through genuine and durable partnerships.

SPREP Members are provided with technical assistance from Secretariat staff and international expertise through partnerships with countries and organisations beyond the SPREP membership.

1.2 The ocean is a key crosscutting theme

The ocean defines us as Pacific people. It underpins our livelihoods and way of life. Although most SPREP Members have small populations and economies, they are Large Ocean Island States responsible for managing more than 10% of the planet's oceans. Approximately 97% of this area, totalling over 30 million square kilometres, is contained within the Exclusive Economic Zones (EEZs) of SPREP's Members. The ecosystem services provided to the entire planet by the ocean in the SPREP region can be valued in many billions of dollars annually.

Members have prioritised sustainable management of ocean and marine environment, including through the holistic approach of the Framework for a Pacific Oceanscape, and the development of regional partnerships to support national commitments to a sustainable Pacific ocean. Climate change makes achieving this goal considerably more challenging.

SPREP has a major responsibility for ecosystem-based management of oceans. Oceanic and marine ecosystems are critical for Pacific livelihoods. This strategic plan prioritises oceans as a cross-cutting theme integrated across the goals.

SPREP assists Members to address the multiple pressures on coastal and marine resources that impact their sustainable development and biodiversity, including marine protected areas; protection of threatened and migratory species; marine pollution; marine debris; marine spatial planning; environmental impact assessment; blue carbon (including wetlands and seagrasses); the protection of biodiversity beyond national jurisdiction (BBNJ); and integrated island and ocean management in areas in which SPREP has the acknowledged lead.

Collaboration, cooperation, and fostering synergies are important for Pacific island countries and territories to make the most of limited financial, human, and technical resources. SPREP will assist Members to do this by working collaboratively to address the multiple impacts on coastal and marine resources from climate change, fishing, ocean acidification, population growth, modernisation and development, waste and pollution.

At a regional level, SPREP collaborates with other regional partners and provides technical advice and support to the Office of the Pacific Ocean Commissioner. SPREP has:

- a key regional role among CROP agencies in adaptation and building resilience to the impacts of climate change and ocean acidification on coastal and pelagic ecosystems, including ecosystem-based adaptation to climate change;
- the lead role in a number of ocean-related monitoring and observation mechanisms; and
- a key role in supporting Pacific island countries to achieve their commitments on oceans under SDG 14 of the Sustainable Development Agenda 2030.⁷

SPREP's broad portfolio of ocean responsibilities is spread across and integrated among all technical programmes of the Secretariat, with internal dialogue on oceans supported by the 'Blue Team'.

The Secretariat hosts technical expertise in a wide range of oceans issues. In anticipation of the increasing severity of ocean ecosystem impacts, especially from climate change, SPREP is committed to increasing its capacity to address ocean issues and to collaborating with Members, CROP agencies, and supporters to protect the health and resilience of our ocean for the benefit of SPREP Members and future generations.

⁷ Specifically the following targets: Marine Pollution -14.1; Marine and coastal ecosystem protection - 14.2; Minimize ocean acidification impacts - 14.3; Conserve at least 10% of coastal and marine areas - 14.5; Increase economic benefits to SIDS through sustainable management and tourism -14.7; Enhance the conservation and sustainable use of oceans and their resources by implementing international law as reflected in UNCLOS - 14.c.

2. SPREP Values

SPREP approaches the environmental challenges faced by the Pacific guided by four simple values. These values guide all aspects of our work.

We value the Environment

Our most distinguishing feature is our leadership in environmental conservation and sustainability. SPREP understands that the environment sustains livelihoods and development across the Pacific in many ways—and particularly in terms of health, economy, and culture. SPREP stands for the sustainable management of the environment and its intricate network of ecosystems and biodiversity to ensure it continues to support unique and thriving Pacific livelihoods for generations to come. SPREP will continue to promote environmentally sustainable practices. We will develop expertise, share knowledge, deliver practical environmental outcomes, and build the capacities of vulnerable Pacific island Members to manage their environment, reduce risks, and adapt to adverse global changes.

We value our People

SPREP exists to support the people of the Pacific. Our vision is centred on Pacific livelihoods and so too is our approach. SPREP is driven by the values and priorities of our 21 Pacific island countries and territories, taking into consideration their diverse gender and cultural priorities. We celebrate the diversity across our wide ocean and within island communities, and we will strive to embrace diversity in our work. We will talk, listen, and work together to pursue our vision.

We value high quality and targeted Service Delivery

SPREP prides itself on delivering the best practice, evidence-based knowledge policy and programmes to service the priority needs of Members and develop common regional goals and approaches. We will work as a team promoting partnerships with related organisations and be flexible to cope with change to produce high quality outcomes.

We value Integrity

SPREP will be a wise steward of the resources entrusted to it, remain impartial and apolitical in our interactions with Members, and act fairly and equitably. We will maintain high standards of ethical conduct.

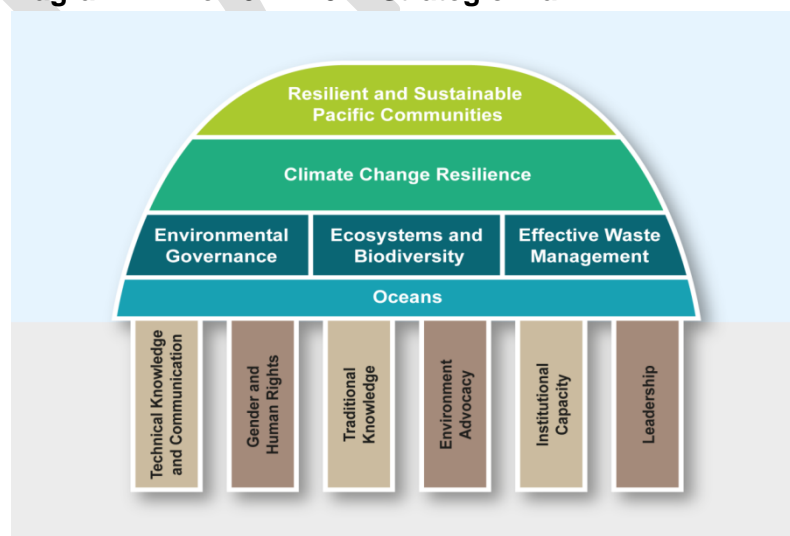
3. Strategic Focus

The 2017–2027 SPREP Strategic Plan:

- Prioritises four **regional goals** with supporting objectives. Together these define the core priorities and focus of SPREP for the next ten years:
 1. Climate Change Resilience
 2. Ecosystem and Biodiversity Protection
 3. Effective Waste Management
 4. Environmental Governance
- Confirms the role that SPREP occupies in the Pacific region, and the added value and approach that SPREP will take in carrying out its role.
- Identifies organisational goals to frame how the Secretariat will strengthen its policies, processes, and capacity to effectively deliver on its mandate.

Diagram 1 shows the overall structure of the Strategic Plan in the shape of a fale.⁸ The fale roof structure represents the outcome areas targeted by the goals and objectives. The apex represents the vision of ‘*A resilient Pacific environment sustaining our livelihoods and natural heritage in harmony with our cultures*’. Climate change resilience is the biggest challenge to achieving the vision and is the overarching principal goal of the strategy. Oceans, which defines us as Pacific people and underpins our way of life and livelihoods, is a key crosscutting theme in the strategy. Both Climate Change Resilience and Oceans are mainstreamed into the other regional goals. The fale posts represent enablers for achieving the outcomes.

Diagram 1: The 2017–2027 Strategic Plan



⁸ A “fale” is a Samoan house.

As the regional intergovernmental environment organisation, the role of SPREP is to facilitate and implement activities with Members and partners to achieve sub-national, national, and regional outcomes. SPREP's overall assistance to Members will be delivered through agreed regional environment goals and objectives that respond to Members' environmental priorities and sustainable development goals. Key to enabling this work will be a focus on:

1. integration of gender and human rights;
2. integration of traditional knowledge with technical capacity;
3. technical knowledge and communication;
4. environmental advocacy to increase the awareness and understanding of environmental management priorities;
5. institutional capacity building; and
6. leadership at all levels committed to action.

4 Achieving our vision of resilient, sustainable Pacific communities

Achieving our vision of '*a resilient Pacific environment sustaining our livelihoods and natural heritage in harmony with our cultures*', will require strengthening the ways in which we all, individually and together, exercise our responsibilities: strengthening awareness and commitment; strengthening the capacity of our institutions; strengthening the ways in which we manage our environmental actions; and strengthening the way we implement and report on our international and regional commitments to Multilateral Environment Agreements.

4.1 Enhancing public awareness and mobilising public action

The perceptions and practices of individuals, communities, organisations, and governments are fundamental to achieving sustainable development as well as resilient environments and the lifestyles and cultures that depend on them.

4.2 Increasing institutional capacity

Our Pacific countries and territories are small in land area and in our capacity to manage the scale of environmental challenges that face us. Our national and regional institutions struggle to guide Members' actions to implement change. Building capacity for sustainable development and environmental management remains a key priority for our region.

4.3 Technical knowledge and communication

SPREP will use its rich experience and established relationships with Pacific governments and key stakeholders to communicate technical information in ways that best inform decision makers.

4.4 Adopting international standards and monitoring

Pacific island countries and territories play an important role in helping the international community set targets and standards. Once set, Members must implement commitments and report on progress in order to:

- advocate in and report to international fora;
- implement commitments;
- assess progress in meeting targets; and
- report internationally on commitments.

5 Regional Goals

The contribution of Regional Goals to Resilient and Sustainable Pacific Communities

Members have identified four Regional Goals as being critical for achieving resilient and sustainable Pacific communities. Each goal specifies a number of key objectives. While each goal is a key focus in its own right, all four are closely interrelated. Where appropriate goal descriptions and the relevant objectives are linked.

Regional Goal 1: Pacific people benefit from strengthened resilience to climate change

For Pacific island Members, the economic, social, and environmental costs of climate change and disasters are high and forecast to increase. In its role as coordinator for climate change action in the region, SPREP continues to lead the region's response to climate impacts. SPREP promotes integration of climate change adaptation and disaster risk management through capacity building and within an ecosystem based approach.

SPREP is a key conduit for our members to make effective use of the UNFCCC and Conference of the Parties processes, the Paris Agreement, and other global climate initiatives. At the regional level, SPREP promotes the draft Framework on Resilient Development in the Pacific: An Integrated Approach to Climate Change and Disaster Risk Management (FRDP)⁹ to guide our collaborative approach with regional organisations, donors, and the UN to strengthen resilience to climate change.

⁹ Placeholding text based on decision of the Forum Leaders Meeting.

Increasing the access to climate change finance is a high priority for Pacific island Members, and SPREP will support Members through its role as an accredited entity to the Adaptation Fund and the Green Climate Fund and through other sources. As host of the Pacific Climate Change Centre, SPREP will deliver on its mandate as coordinator of Pacific climate change action.

Objectives

- 1.1 Strengthen the capacity of Pacific island Members to lead, prioritise, and manage national climate change adaptation, mitigation (NDCs)¹⁰, and disaster risk reduction in fulfilment of their national environment and development goals and their voluntary and legal obligations under regional and international agreements¹¹.
- 1.2 Minimise multiple pressures on vulnerable Pacific island ecosystems by implementing ecosystem-based approaches to climate change adaptation, including responses to ocean acidification and sea level rise, to sustain biodiversity and the provision of ecosystem services that support livelihoods and sustainable development.
- 1.3 Enhance National Meteorological and Hydrological Services capacity in weather forecasting, early warning systems, long-term projections, and improved climate services to support Members' decision-making and coordination through the Pacific Meteorological Council.

The establishment of the Pacific Meteorological Council has resulted in significantly increased support for National Meteorological Services since 2011. SPREP hosts the regional office of the World Meteorological Organisation, making the Secretariat the regional hub for meteorological services. Support from the Government of Japan in partnership with the Government of Samoa to establish the Pacific Climate Change Centre (PCCC) on the SPREP campus in Samoa enables SPREP to further enhance its meteorological support to members.

- 1.4 Support Pacific island Members to access and manage climate change finances and their national accreditation processes¹².

As a Regional Implementing Entity for the Adaptation Fund, Green Climate Fund and via other financing mechanisms, SPREP is able to maximise access to and leverage climate finance for members.

¹⁰ Nationally Determined Commitments in the context of reducing greenhouse gas emissions (PA).

¹¹ Within the context of the FRDP, Sendai Framework, and for Pacific island countries only in the context of the Paris Agreement (PA)

¹² Through SPREP's Regional Implementing Entity (RIE) for the Green Climate Fund (GCF) and Adaptation Fund (AF) including through the Global Environment Facility (GEF) and from other sources.

- 1.5 Support Pacific Island Members to develop policy responses to issues of loss and damage, and climate change and disaster induced population mobility.

Regional Goal 2: Pacific people benefit from healthy and resilient island¹³ and ocean ecosystems

Healthy ecosystems are foundations for sustainable development and adaptation and resilience to climate change. Pacific environments also support globally significant levels of biodiversity that form part of our critical ecosystems and support significant tourism economies. Under its vision and mandate, SPREP provides regional leadership and technical guidance and serves as a conduit for member states in optimising the implementation of several global MEAs and regional environmental frameworks, such as the Noumea (or SPREP) Convention, the Framework for a Pacific Oceanscape, and the Framework for Nature Conservation and Protected Areas in the Pacific Islands Region.

The ocean is a key regulator of the global climate and a medium for major climate drivers.¹⁴ The ocean has absorbed about 30% of the anthropogenic carbon dioxide released to the atmosphere since the beginning of the industrial era and currently absorbs over 90% of the heat generated by climate change.

Changes in the ocean as a consequence of climate change are long-term and potentially devastating for vital ecosystems and the ecosystem services they provide, in particular the tropical Pacific's coral reefs, which constitute more than 25% of the world's reefs.

Objectives

- 2.1 Effectively manage and protect marine and coastal ecosystems; mitigation of the impacts of fisheries activities to ensure healthy populations of threatened species; and reduce the release of marine pollutants that increase human health risks in order to achieve healthy and productive oceans that support food security and sustainable development.
- 2.2 Support the conservation and sustainable use of marine, coastal, and terrestrial ecosystems and biodiversity consistent with regional and international commitments¹⁵.
- 2.3 Prevent the extinction of threatened species and support measures to sustain their conservation status.

¹³ 'Islands' refers terrestrial, coastal lagoon, and nearshore marine waters that comprise the totality of island environments; 'oceans' refers to marine ecosystems that extend from island nearshore waters to EEZ boundaries and areas beyond national jurisdiction.

¹⁴ Such as the South Pacific Convergence Zone, Intertropical Convergence Zone, El Niño, and La Niña phenomena.

¹⁵ CBD Aichi Targets, CBD Nagoya Protocol on ABS, Regional Framework for Nature Conservation and Protected Areas, national and international law, and multilateral environment agreements.

- 2.4 Significantly reduce the socio-economic and ecological impact of invasive species on land and water ecosystems and control or eradicate priority species.

Regional Goal 3: Pacific people benefit from improved waste management and pollution control

SPREP has lead responsibility on regional coordination and delivery of waste management and pollution control action and uses the strategic management framework, Cleaner Pacific 2025, in guiding regional cooperation and collaboration. SPREP promotes evidence-based strategic planning within countries to develop strategies that address emerging priorities and opportunities in locally appropriate ways. In assisting Pacific island countries and territories to build capacity to implement waste, chemicals, and pollutants programmes, SPREP continues to focus on in-country human resource support, technical cooperation, and a learn-by-doing approach for longer term self-sufficiency. SPREP also works with key international and regional partners to achieve greater integration of sustainable funding and support mechanisms into waste-, chemicals-, and pollution-management programmes.

Objectives

- 3.1 Minimise the adverse impacts of chemicals and all wastes on human health and the environment through environmentally sound life-cycle management in accordance with agreed regional and international frameworks, including Cleaner Pacific 2025, and significantly reduce the release of pollutants to air, water, and soil.
- 3.2 Strengthen national, regional, and international mechanisms for waste management including for chemicals, hazardous wastes, ship- and aircraft-generated waste, marine plastic litter, and other marine debris.
- 3.3 Recover resources from waste and pollutants through composting (nutrient recovery), recycling (material recovery), energy recovery, and other measures in order to minimise waste and contribute to economic and social development.
- 3.4 Improve waste and pollution monitoring of receiving environments to enable informed decision-making on appropriate measures to protect human health and the environment and to reduce associated environmental damage.

Regional Goal 4: Pacific people and their environment benefit from commitment to and best practice of environmental governance¹⁶

SPREP plays a lead role in assisting countries to develop capacity in environmental governance, policy development, planning, monitoring, and reporting for sustainable environmental outcomes and to keep pace with socio-economic development. This role also includes strengthening and supporting political leadership on environmental issues in the region through initiatives such as the Framework for a Pacific Oceanscape and assisting leaders and their delegations in their advocacy in international fora.

SPREP continues to provide key support to Members in planning for implementation of their multilateral environmental agreement requirements and other enabling frameworks, development of legislation, training and capacity building for environmental impact assessment, and spatial planning. This support includes responsibilities to develop regional standards for monitoring and reporting environmental change at both national and regional scales.

Objectives

- 4.1 Strengthen national sustainable development planning and implementation systems including through use of Environmental Impact Assessments, Strategic Environmental Assessments, and spatial planning.
- 4.2 Improve national capacity for good environmental governance supported by technical assistance for development of policy and legislation, and in support of implementation of Members' international and regional commitments.
- 4.3 Strengthen environmental data collection, monitoring, and analysis and reporting on results, nationally and regionally.
- 4.4 Strengthen access to funding mechanisms and using funds effectively and efficiently to deliver required interventions.
- 4.5 Strengthen synergies between science, policy, and traditional and local knowledge to guide decision making.

¹⁶ Process of decision-making and the process by which decisions are implemented (or not implemented). In an environmental context, this includes commitment to and implementation of international conventions, legislation, planning, monitoring, and decision-making based on relevant information and participatory consultation with stakeholders and other relevant tools and processes.

6 SPREP Role and Focus

The SPREP Secretariat has a unique role within the regional architecture defined in the SPREP mandate: *to promote co-operation in the Pacific region and provide assistance in order to protect and improve its environment and to ensure sustainable development for present and future generations.*¹⁷ In carrying out its role, the Secretariat draws upon its rich experience in the Pacific, including through established relationships with governments and key stakeholders, to add value, complement, and strengthen the environmental management functions of our Members. SPREP seeks to:

6.1 Provide responsive high quality technical and capacity backstopping to Members

SPREP will work with and through Member governments to build, transfer, and supplement priority skills needed by Members to implement their national environmental priorities and meet their international commitments. The Secretariat will use competitive and transparent staff recruitment and retention of expert staff.

6.2 Lead and support coordination and advocacy

SPREP will use its convening power to influence regional and international dialogues and negotiations to the benefit of Pacific regional environmental management priorities. The Secretariat will use its expertise, networks, and partnerships to advocate for regional and international priorities with Members.

6.3 Broker partnerships and collaborations

SPREP Members individually and through the Secretariat will seek to strengthen established partnerships and forge new ones in order to best serve the environmental needs of Pacific communities. In doing this, SPREP will continue to collaborate with other CROP agencies to make best use of the financial, human, and capital resources applied to Pacific Islands' environmental priorities and to deliver agreed environmental outcomes that impact the environment, sustainable development, and the well-being of our communities.

The Secretariat will take the lead in coordinating partnerships in core areas of mandate (climate change, sustainable development, oceans, and environmental management) and support collaboration where there are environmental components within other agencies' core areas of responsibility.

¹⁷ SPREP Agreement (1993)

6.4 Provide regional services and access to resources

Financial resources and capacities are generally limited in the region and often insufficient to address the scale and significance of the challenges being faced. SPREP is well positioned to leverage additional resources with other partners and donors. SPREP is also able to mobilise practical project management expertise and to support and channel technical assistance.

The Secretariat will operate as a Regional Implementing Entity for major funds and a conduit to international partners and resources on behalf of Members.

6.5 Act as a repository and manager of data information and knowledge

The Secretariat will provide and manage regional repositories of environmental data, knowledge, and information as requested by, and for dissemination to, Members, including via portals on the SPREP website (Pacific Climate Change Portal; Pacific Island Protected Areas Portal), and in support of National Environmental Strategies and plans.

SPREP is the Pacific hub for meteorological and climate services, the Asia-Pacific Adaptation Network (APAN), and the Commonwealth Pacific node for Climate Change Finance.

7. SPREP Organisational Goals and objectives

The future directions outlined in this Strategic Plan will require the SPREP Secretariat to strengthen and realign its institutional capacities, competencies, and systems to best support Members by delivering more integrated, responsive, and cost-effective services to members and partners and by better coordinating regional efforts.

The need for sustainable funding continues to be a key challenge that requires immediate focus. SPREP will also need to embrace new and bold approaches to other significant challenges including structural reorganisation, capability building, and ongoing change management to capitalise on new opportunities and maximise available resources. Over the next ten years, we will adapt, respond, and develop to ensure the trust and confidence of our members, partners, and stakeholders.

Organisational Goal 1: SPREP has information, knowledge, and communications systems that get the right information to the right people at the right time and influence positive organisational and environmental change.

The role of the Secretariat as a clearing-house of information and knowledge is fundamental to ensuring that essential technical, scientific information, and traditional knowledge is available to our Members when needed.

Effective SPREP external communications and advocacy is vital in protecting and sustainably managing Pacific environments and in forming and maintaining relationships with current and potential new Partners.

Objectives

- 1.1 Share and use knowledge through the development and maintenance of reliable systems and processes for the effective collection, storage, and access to critical information.
- 1.2 Influence positive behaviour change within SPREP and its stakeholders through persuasive, purposeful, and integrated communications.
- 1.3 Improve quality and interoperability of information and communications technology infrastructure in the region.

Organisational Goal 2: SPREP has multi-disciplinary processes in programme delivery and in supporting Members to develop national and regional policies and strategies.

The SPREP Secretariat will develop and deliver integrated programmes. When we combine our disciplines, perspectives, and strengths, we deliver the best services to Members and the most transformative environmental leadership in the region. Integrated programme approaches deliver strategic and aligned results in Member countries and focus the resources available to SPREP on the strategic areas of change.

Objectives

- 2.1 Promote integrated programme approaches to address environmental management challenges.
- 2.2 Strengthen SPREP's learning and outcomes reporting framework, integrating organisational and environmental performance.

Organisational Goal 3: SPREP has a reliable and sustainable funding base to achieve environmental outcomes for the benefit of the Pacific islands region.

The SPREP Secretariat will look for greater cost-effectiveness and efficiencies and better integrate financial and programme planning to retain the confidence and trust of our members, donors, and partners. We will continue to execute the checks and balances that contribute to our credibility as the region's premier environmental organisation. We will seek predictable, multi-year funding and investigate innovative means of establishing sustainable funding, including from new partners.

Objectives

- 3.1 Manage funds efficiently and transparently through effective financial, risk management, and audit systems, integrated with programme management, monitoring, evaluation, and reporting systems.
- 3.2 Build effective, strategic, long-term relationships with new and existing donors through regular communications, including high-level discussions and meetings.
- 3.3 Build the capacity of SPREP as a Regional Implementing Entity for climate change and as a conduit for other environmental funding mechanisms.
- 3.4 Seek additional sources and forms of sustainable financial support.

Organisational Goal 4: SPREP is leading and engaged in productive partnerships and collaborations.

SPREP is committed to effective coordination of regional efforts in the spirit of the Framework for Pacific Regionalism and within SPREP's mandated areas of focus and to collaborating with other regional organisations and partners who provide additional expertise and capacity. We understand that we act as a gateway for partners at the national level, and we will continue to build genuine and productive partnerships that support advancement of Members' national and regional priorities. We will improve the way we manage partnerships, seeking to make them meaningful, mutually beneficial, and focussed on achieving positive environmental outcomes.

Objectives:

- 4.1 Improve SPREP partnerships, including development of mutually beneficial MOUs with clearly defined roles for both partners and measurable results that are regularly maintained.
- 4.2 Strengthen SPREP's reputation and capacity to lead productive regional partnerships that achieve positive environmental outcomes.

Organisational Goal 5: SPREP has access to a pool of people with the attitudes, knowledge, and skills to enable it to deliver on its vision.

Our people are our most important resource. Our priority is to continue to recruit and retain skilled and talented people who have the Pacific region's best interests at heart. The international employment market continues to be highly competitive, and workforces are becoming more mobile. With an ever-changing global market, we need to continuously build staff capacity and capability to respond to change and new developments as well as to continue to maintain the respect and confidence of our members, partners, and donors. We also need to embrace new and different cost-effective approaches to remain competitive. The Secretariat will continue to ensure it provides a positive and healthy environment for its staff and members to work in.

Objectives

- 5.1 Recruit and retain people who contribute their skills and knowledge in a collaborative manner to execute SPREP's strategic plan in an effective and efficient manner, including the channelling of technical assistance.
- 5.2 Build our human resource capability and capacity through continuous professional development within an empowering professional workplace culture.
- 5.3 Build a constructive, empowering, and results-oriented culture where working as a collaborative team that respects and values each other is the norm.

8. Enabling Principles for Prioritisation

In the delivery of its key tasks, SPREP will operate according to the following principles:

8.1 SPREP mandate for improved environmental management and sustainable development

SPREP will focus effort on areas related to environmental management.

8.2 Relevance to regional and national contexts and priorities

SPREP will prioritise work that supports delivery of national priorities or strategies, regional strategies and frameworks, and international obligations.

8.3 SPREP's strategic environmental technical expertise, experience, and regional relationships

SPREP will deliver work for which it has the mandate, technical expertise, and budget.

8.4 Return on investment

SPREP will adopt approaches and pursue work that has a high likelihood of sustained outcomes and represents good value for money. SPREP will support countries to do the same through adoption of cost benefit analysis and other approaches. SPREP will work to ensure the financial sustainability of the organisation and leverage its core funding to attract new and additional resources.

9. Implementation and Monitoring

Implementation, monitoring, evaluation and reporting of the Strategic Plan will be the responsibility of the Secretariat, in collaboration with Members. Through a structured and integrated planning, implementation, and reporting process, SPREP will ensure a high level of transparency and accountability, while also supporting a culture and practice of evaluation, reflection, and continuous improvement. SPREP's approach to planning and monitoring is defined in two key documents:

- Performance Implementation Plan
- Results Planning, Performance Reporting, and Learning Framework

The mid-term review will enable flexibility for changes in key strategic priorities and decisions of Pacific Leaders to be reflected in the Strategic Plan.

9.1 Performance Implementation Plan

Implementation of the Strategic Plan will be guided by a two-year Performance Implementation Plan (PIP). The PIP will provide a strategic plan of action to operationalise this strategic plan. The PIP will be reviewed and updated every two years, in line with the SPREP Meeting Schedule. The PIP will:

- describe the focus and approach of the work SPREP will do over the two-year period to progress the Regional and Organisational Objectives;
- set expectations for SPREP's short-term results delivery and performance;
- set targets, indicators, and activities for the two-year PIP timeframe;

- establish simple and flexible Country Action Plans, which describe the agreed priorities for each Member country that will be delivered during the two-year period; and
- describe key strategic, operational, administrative, and other matters that need careful and deliberate management. Issues to be included in the PIP will be informed by input from the SPREP Troika, Audit Committee, and SPREP Meeting.

The PIP will be developed to guide implementation of the approved Strategic Plan. It will be reviewed, updated, and reported every two years (at the SPREP Meeting) and serve as the basis for more detailed annual work programmes and budgets.

9.2 Results Planning, Performance Reporting, and Learning Framework

The Results Planning, Performance Reporting, and Learning Framework (the Results Framework) describes how results will be monitored and reported on and how lessons learned will be identified and applied. It will support transparent, efficient, and accountable planning processes and provide a framework to investigate and understand the effectiveness and impact of SPREP's work; in particular, it will support SPREP to understand the strategies and modalities that are most effective in supporting environmental sustainability. The Framework will:

- define the planning cycle of SPREP providing clarity of roles, responsibilities, and linkages between planning and reporting processes;
- define key monitoring, evaluation, and reporting activities; that is, how SPREP will monitor, evaluate, and report on progress towards goals and objectives; and
- describe SPREP's approach to learning and continuous improvement.

The Framework will be developed in conjunction with the PIP.

Table 1: Implementation and Monitoring the Strategic Plan (10 Year)

Frequency	Governance Actions	Reporting and decision making
Five Yearly	Independent Mid-term review	<ul style="list-style-type: none"> Considered and approved at the SPREP Meeting (SM).
	Final Term Evaluation	<ul style="list-style-type: none"> Considered and approved at SM
Biennial	Annual Work Programme and Budget (AWPB), and indicative AWPB for alternate year.	<ul style="list-style-type: none"> Approved at SM.
	Performance Implementation Plan	<ul style="list-style-type: none"> Prepared by DG. Reviewed and approved at SM
	Audit Committee Report	<ul style="list-style-type: none"> Prepared by AC Considered and approved at SM
Annual	Troika	<ul style="list-style-type: none"> Report to Members on key priority issues meetings with the Executive
	Risk Plan and Audit Committee	<ul style="list-style-type: none"> Prepared by DG, Internal Auditor, and Audit Committee. Report to SM on audit findings.
	AWPB plus indicative AWPB for alternate year	<ul style="list-style-type: none"> Prepared by Directors. Approved by the SM
Alternate Annual (Non-SM Year)	AWPB	<ul style="list-style-type: none"> AWPB. Approved by agreed governance mechanism.¹⁸ Prepared by Directors.
Semi-Annual	High Level Progress Updates	<ul style="list-style-type: none"> Prepared by SMT. Report to Troika Disseminated to Members.

9.3 Governance

The new strategic plan will be governed and monitored through the SPREP Meeting and periodically through the SPREP Troika, Friends of the Chair, and the Audit Committee. The SPREP Meeting will convene every two years. In the alternate year when there is no SPREP Meeting, a governance mechanism will be established as the key decision-making body. This governance will be complemented by the SPREP Troika in conjunction with the Friends of the Chair mechanism and Audit Committee to ensure adequate representation of members in decision making.¹⁹

The implementation and the monitoring of the Strategic Plan will be achieved through governance actions, which will vary throughout the ten year cycle of the plan. These actions will vary according to the specified time frames and in particular the alternation of the SPREP Meeting and associated reporting arrangements.²⁰

¹⁸ Place-holding text based on decision of SM.

¹⁹ Place-holding text based on decision of SM.

²⁰ Place-holding text based on decision of SM.