

Thirty Second SPREP Meeting of Officials

Sheraton Aggie Greys Hotel & Bungalows
2-4 September 2025
Apia, Samoa

“Sustaining our Pacific Environment in Harmony with our Cultures”

PIP4 (2024-2025) High Level Summary Report: Crosscutting Issues and Lessons Learnt

Introduction

This segment of the PIP 4 (2024-2025) High Level Summary Report highlights key crosscutting issues which includes innovation, strategic linkages, gender mainstreaming, risk management, and lessons learnt.

I. Innovation:

Innovation and flexibility in delivering services to Members remained paramount to SPREP achievements with key highlights as follows:

- i. Interactive hybrid learning delivery and knowledge sharing via virtual online platforms ensured regional presence, similarly, reaffirming SPREP’s commitment in responding to critical environment issues.
- ii. Digital transformation initiative shifting from paper-based business cards to digital business cards with the implementation of a Software-as-a-Service Digital business card solution with a unique QR Codes successfully trialled at the UNFCCC conference in December 2024 and adopted by the Secretariat.
- iii. Embarked on IEMS-FMIS-HRIS initiative for more integrated management and operational processes, procedure(s), template(s), and reporting towards efficacy vis-à-vis effectiveness and efficiency of governance and operations.
- iv. The use of Earth Observation Hour information using remote sensing technologies addresses GIS Gaps in Member Countries.
- v. Behaviour-change pilot projects on improved waste management in countries showcased how developing, testing, and implementing engagement projects with the “end user in mind” produce greater behaviour change, then typical communications tools of social media, and posters. The behaviour change demonstrated in pilot projects (3) at country (3) include:
 - Tanem Tuvaruhu in the Solomon Islands which successfully increased recycling efforts, waste awareness, and local business involvement.
 - Ensisi Valley ‘Trash to treasure’ in Papua New Guinea which improved e-waste management by promoting behaviour change through awareness campaigns, upcycling initiatives, and safe disposal practices.

- vi. The Pacific Climate Change Centre (PCCC) at SPREP continuously hosted high-level events and delivered innovative approaches:
- The hosting of the 2024 Pacific Climate Change Innovation exhibition with more than 120 participants and 156 innovative solutions submitted.
<https://shorturl.at/oQuTM>
 - Samoa National Youth delegates selected for the Commonwealth Youth Forum (CYF) at Vailima ahead of CHOGM. The youth delegates were empowered with knowledge on narratives and the status of environment and climate change in the Pacific. Facilitated by PCCC in collaboration with the Commonwealth Youth Forum International Taskforce and the Samoa National Youth Council (SNYC), the delegates were joined by students from Vaiala Beach School for the half-day session of dialogues and panel sessions on impacts of climate change in the region and the role of youths in community-led adaptation efforts.
www.facebook.com/SPREP.PROE/posts/pfbid0yywGbXsr851edCCCxzmNoCyedMuPXKRp9ySDHcen9sSf71SmbtP3BHh3Fg5Pt9hl
 - Annual Advisory Board meeting <https://shorturl.at/FOkf3>
 - Convening of the first Partners Dialogue on Long Term Sustainability Plan for Building a Climate Resilient Pacific supported by the Government of New Zealand, Australia, and Japan through JICA.
 - Convening of the Pacific Ocean Pacific Climate Change Conference (POPCCC) for 300 researchers in partnership with National University of Samoa and Victoria University of Wellington.
 - Establishment of three MOUs with the University of Melbourne, National University of Samoa, and Solomon Islands National University. The additional funding support from the Government of Australia through the Department of Climate Change, Energy, the Environment and Water for Research and IPCC.
 - Two-day workshop on Knowledge Brokerage Tools exploring critical and often time-sensitive decision-making which is crucial for Pacific Islands on the frontlines of climate change impacts. <https://www.sprep.org/news/samoa-explores-applying-knowledge-b>
 - Second stage of the Advancing Climate, Health, and Equity Outcomes through Local Action in the Indo-Pacific programme, Fifteen policy makers and researchers from the Pacific and Southeast Asia. The programme was co-hosted by Melbourne Climate Futures and the Melbourne School of Population and Global Health in partnership with the Pacific Climate Change Centre (PCCC) and funded by the Department of Foreign Affairs and Trade (DFAT) Australia Awards Initiative. <https://www.sprep.org/news/second-stage-of-pacific-leaders-foradvancing-climate-health-and-equity-outcomes-programme-gets-samoa>

- 2nd Indigenous Research Network (IRN) meeting which brought together practitioners from the Pacific region to seek ways to strengthen collaboration and build capacity for future generations in the fight against climate change. Full story: <https://www.facebook.com/share/p/1TFWRswYn6>
- Pacific Adaptive Capacities at AP-PLAT Forum as part of its continued efforts to boost information and knowledge sharing and strengthen partnerships <https://www.sprep.org/news/pacific-climate-change-centre-highlights>
- The PCCC's Online platforms remained a learning gateway for Pacific Island members by fostering innovation and promoting the development of new climate services and products; holding 'challenge events' to bring together researcher, policymakers and practitioners to find solutions to key climate-related challenges; and supporting the implementation of the Pacific Roadmap for Strengthened Climate Services. <https://www.sprep.org/pacific-climate-change-centre>
- PCCC's Open Learning portal utilising online courses on a) Climate Change Adaptation and Disaster Risk Reduction through structural approaches; b) Ecosystem-based Adaptation and Mitigation; c) Enhancing Climate Resilience and Safe Water Access in rural areas in the Pacific; d) Enhancing Climate Resilience in Tourism in the Pacific; e) Health Systems and Climate Change: Enhancing Resilient and Low-carbon Development in the Pacific; and f: Understanding Access to Climate Finance: Project planning and management. <https://spreptraining.moodlecloud.com/>
- The Pacific Climate Change Centre Virtual Innovation Exhibition brought together those with climate solutions and those with climate challenges in collaboration with partners at the regional and global levels. This supports innovative solutions that are creative and new, turning ideas into solutions including the application of ideas that are novel, useful for our Pacific region and relevant to the needs of our people. The virtual climate innovation exhibition showcased successful innovations and solutions on a regional and global level as well as articulating a framework for partnership between the PCCC and stakeholders to support initiatives related to climate change innovation whilst bringing awareness.

II. Strategic linkages

Strengthening linkages with sub-regional partners has been central to SPREP's presence across the region. Since 2018, SPREP has continued to operate and deliver its work and services in a more integrated and cohesive manner, supported by key internal coordination mechanisms. Examples of key results achieved include:

- **CCR**
 - Sustained strong coordination between PCCC and IOE in promoting ecosystem-based adaptation and nature-based solutions; supported WRP initiatives; and co-organised the "Adapting Cities and territories to sea-level rise in the Pacific" event.

- Support was provided to Pacific CBD Parties through technical advice on the climate change elements of the proposed text to ensure climate change text is in alignment with the adopted decisions under UNFCCC and the Paris Agreement and the Pacific SIDS climate change priorities.
- Supported PRISMSS in developing their business case and framing of the climate change rationale to access climate finance for implementing invasive species eradication and management programmes in Pacific SIDS.
- Continued collaboration with Project Coordination Unit in co-designing project proposals to the GCF and Adaptation Fund as well as supporting the implementation of approved projects.
- Continued collaboration with the Communication and Outreach Unit in increasing the visibility of PSIDS at the UNFCCC negotiations, and highlight achievements under various CCR initiatives including those led by PCCC.
- Engaged staff from other programmes and units of SPREP to provide administrative, IT and logistics support and negotiation support at the UNFCCC COPs. These included teams from IT, WPMC, IOE, PCU, Finance and EMG. Staff engagement provided valuable learning opportunities on international cooperation efforts as well as strengthening relationships with National Climate Change Focal Points, donors, partners, and other stakeholders.
- **IOE**
 - The IOE Threatened and Migratory Species (TAMS) sub-programme continued its engagement with Western and Central Pacific Fisheries Commission meetings on the issue of bycatch of threatened and migratory species.
 - The TAMS sub-programme supported the Waste Management and Pollution Control Programme and Members in the Intergovernmental Negotiating Committee (INC) process to develop an international legally binding instrument on plastic pollution, including in the marine environment.
- **WMPC**
 - Increased confidence in SPREP's programming was demonstrated by the additional resources secured from development partners, including Germany's GIZ, JICA through the J-PRISM III project, the Strategic Waste Actions Programme – Phase 2 (SWAP), UNEP's Global Programme on Marine Litter, the GEF Islands Project, and the World Bank.
 - POLP continued to support SPREP's engagement and coordination with development partners to enhance capacity and coordination of waste initiatives on single use plastics. These are linked to POLP Outcomes to promote sustainability of POLP's work beyond the life of the project. Support and engagement included:
 - Collaboration with GIZ Clean Seas Programme in support of EUR6m project proposal for Fiji, Samoa, Tonga and Marshall Islands targeting marine litter and plastic pollution prevention through regulatory or financial frameworks, strengthened private sector collaboration for waste prevention, improved waste management practices, and increased awareness of sustainable consumption.

- Collaboration with the World Bank to prepare a USD3m Pacific Regional Oceanscape Project to reduce key regional environmental threats through improved waste management and plastic pollution prevention.
- PNG and Tuvalu signed LoA with Common Seas to start the development of National Actions Plans on Plastics.
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- Developing a new e-learning platform with IT hosted on the SPREP website containing courses developed by PacWaste Plus, ensuring long-term accessibility and sustainability of these resources.
- Strengthening safe circular economy in the conservation, protection and use of natural resources to build resilience through implementation of the zero-waste hierarchy which places Refuse, Rethink, and Redesign at the top of the pyramid followed by Reduce, Reuse, Recycle plus Return.
- Strengthening community resilience to impacts of climate change through improved management of disaster waste and access to landfills in Tonga and Vanuatu, and the abatement of asbestos containing materials that become hazardous to disaster responders and volunteers.
- Negotiating a global plastic treaty that addresses the triple planetary crisis of biodiversity loss, climate change, and pollution.
- **EMG**
 - Commenced implementation of the Ocean Governance Framework supporting the strengthen of the Secretariat's role in ocean governance, improving internal coordination, supporting the implementation of the Noumea and Waigani Conventions, and strengthening collaborating with Members and partners.
 - The Environmental Monitoring and Reporting Group (EMRCG) continued to promote and support a coordinated approach to data management and reporting across SPREP.
 - The Secretariat of the Noumea Convention continued to oversee the implementation of the Convention's provisions and guiding Parties in their efforts to protect and preserve the marine environment across the Pacific Islands region.
 - Strengthened SPREP's Environmental and Social Management System (ESMS) in ensuring Environmental and Social Safeguard (ESS) are incorporated in project screening, implementation, and monitoring.
 - Forged partnerships and collaborations with key regional and international organisations in delivering outcomes and results for SPREP Members:
 - Monash University: The agreement was aimed at ensuring collaboration in developing and strengthening systems, institutions, organisations and individuals concerned with the protection of the Pacific environment and promotes collaborative efforts in awareness raising, capacity building activities and implementation of global, regional and international priorities in relation to the environment.
 - New Zealand Association for Impact Assessment (NZAIA): The partnership with the New Zealand Association for Impact Assessment (NZAIA) continues to support strengthening capability in impact assessment in the Pacific Islands region through improved capacity on

EIA in terms of expert advice in the review of technical documents and assisted SPREP in the review of the regional environmental auditing guidelines for tourism in the Pacific.

- Environment Institute of Australia and New Zealand (EIANZ): The partnership with the EIANZ focuses on the protection of the environment through the use of impact assessment processes, tools and knowledge for better sustainable outcomes and in developing and strengthening systems, institutions, organisations and individuals concerned with environmental protection in the Pacific region. SPREP has benefited a lot from the partnership through the exchange of technical knowledge including access to technical information and resources on environmental and strategic assessment and support for capacity building. For example, SPREP received assistance from EIANZ to review the draft Regional Environmental Auditing Guidelines for Tourism Operations in the Pacific.
 - Australasian Environmental Law Enforcement and Regulators Network is waiting endorsement.
- **IT/KMS/COMS**
 - Continued to serve as a central hub for disseminating official information to member countries, partners and stakeholders - ensuring the right information reaches the right people at the right time to support informed decision-making and regional collaboration.
 - Delivered technical services on technology safeguarding and security to assist high level meetings:
 - CCR: PMC, UNFCCC COP meetings, partners such as WMO, COSPPAC project, ClimSA, WRP
 - WMPC: INC and Waigani COP meetings, JPRISM with development of PIDOC
 - IOE –Partners and webinars, Invasive Species team and TREDs
 - EMG- Partners and webinars
 - Provided timely response in mitigating technical glitches ensuring the continuity of high level meetings; supported patch management for enhanced system security; and delivered in-house training on IT tools and cybersecurity as well as facilitating consultations on IT policy development consultation
 - Initiated the implementation of the Integrated Enterprise Management System (IEMS) for a more effective and efficient delivery of governance and operations processes across the organisation
 - Expanded the reach of SPREP's social media platforms, particularly on Facebook and LinkedIn ensuring information is available to users anywhere, anytime.
 - Continued to progress the development of data policies ensuring information portals are and interconnected and not operating in isolation.

- **Finance Department**

- The finance-led outcomes under Organisational Goal 3 are integrally linked to all key areas of the Strategic Plan, as they represent the consolidated funding base for SPREP. These outcomes are shaped by the effectiveness of activities managed across the organisation, directly supporting the achievement of regional goals outlined in the Strategic Plan."
- In 2024, SPREP encountered some budgetary challenges due to delays in programme implementation, with consistent delivery resuming only in the final quarter. In response, SPREP carefully managed its Core budget to maintain financial sustainability while continuing to support environmental outcomes across the Pacific island region. By year-end, performance had significantly improved, with programme implementation gaining momentum—particularly within two key programmes: Climate Change Resilience (CCR) and Island and Ocean Ecosystems (IOE)
- Finance continued to provide regular advice and reports the Executive and the Senior Leadership Team. This ensures appropriate actions to address and resolve delivery and implementation issues.

- **Human Resources and Administration**

- SPREP's People Strategy, aligned with Organisational Goal 5 of the Strategic Plan, underscores the Secretariat's recognition of its people as its most valuable resource. The Executive provides oversight and guidance, with the Human Resources and Administration Department leading the implementation of the Outcomes of the People Strategy in close collaboration with staff including the Staff Advisory Committee.
- The HRA Department continued to support and deliver HR matters including restructure, recruitment, onboarding, performance, payroll, leave management and key People initiatives.

- **Regional and Global Level**

SPREP remained actively engaged in key regional and global processes, working closely with strategic partners. The following highlights outline the results achieved during this period:

SPREP continued to actively engage with

- CROP partners in the development of the 2050 Strategy for the Blue Pacific Continent and the Monitoring, Evaluation, and Learning (MEL) Framework for its implementation. Led by the Pacific Islands Forum Secretariat (PIFS), SPREP provided technical advice and input, particularly on strategic areas aligned with its core mandate and strategic priorities. The 2050 Implementation Strategy was endorsed by the SPREP Executive Board in 2022, supporting its subsequent implementation.

- In-country and PRP Taskforce regionals lead on the operationalisation of FRDP 2017-2030
- BBNJ negotiation process supporting Pacific SIDS and working closely with the Office of the Pacific Ocean Commissioner (OPOC). SPREP's engagement is important as the leading regional organization on the environment and its key role as the Secretariat of the Noumea Convention.

To ensure the voices of the Pacific are amplified in global negotiation processes and associated forums, SPREP and Members were engaged in the following global events:

- 29th session of the Conference of Parties (COP 29) to the UNFCCC held in Baku, Azerbaijan
- 4th Cleaner Pacific Round Table (CPRT) held in Funafuti, Tuvalu
- INC-4 held in Ottawa, Canada
- UNEA-6 took place in Nairobi, Kenya
- UNOC 2024 in Barcelona, Spain
- BRS Convention in Geneva Switzerland
- Parties to the 17th Noumea Convention met in Nadi, Fiji
- Sixteenth meeting of the Conference of the Parties (COP 16) to the Convention on Biological Diversity in Cali, Columbia

III. Gender mainstreaming

Gender equality is critical to achieving SPREP's Strategic Objectives and is central to the delivery of its Strategic Plan (2017–2026). It is also vital to SPREP's overarching mandate to support Member countries' environmental priorities including the Sustainable Development Goals (SDGs).

Integrating gender equality and social inclusion across SPREP's work with Members, regional engagement, and participation in global fora in addressing the triple planetary crisis of climate change, biodiversity loss, and pollution remains a key priority. This includes:

- The wide range of Gender Equality, Disability and Social Inclusion (GEDSI) knowledge products, tools and training materials were developed and delivered under the Kiwa Initiative. This included support for a GEDSI and NbS Community of Practice.
- Gender work program for the enhanced Lima work programme on gender and its gender action plan (ELWPG GAP). "One Pacific Voice" consistently advocates for GESI mainstreaming across the priority areas of mitigation, adaptation, finance and for its inclusion across the thematic areas in the Global Stocktake of Nationally Determined Contributions (NDCs).
- Pacific Meteorological Council (PMC) meetings continue to elevate GEDSI in biennial meetings as well as the work of PMC panels (technical working groups), so that multi-hazard early warnings systems are people centred, end to end, to enable early action. The Weather Ready Pacific (WRP) Programme of Investment, GEDSI is central to WRP design and rollout by National Meteorological and Hydrological Services (NMHS), and the WRP GEDSI Strategy will be launched in 2025, with WRP supporting countries to develop and implement their people-centred impact based

early warning systems through tools such as the Checklist and Implementation Guide for Inclusive Early Warning Action.

- The sixth Pacific Invasive Learning Network (PILN) meeting reaffirmed the importance of applying Gender Equality, Disability, and Social Inclusion (GEDSI) and traditional knowledge (TK) principles, to enable invasive species management programmes and activities to become more inclusive, equitable, and effective, ultimately leading to better conservation outcomes in the region. PRISMSS is ensuring that women are active participants in planning, decision making and response efforts for invasive species management in 15 PICTs.
- SPREP's active engagement with CROP continues, including promoting gender equality CBD and UNFCCC COPs. At COP29 the PSIDS Gender Climate Champion Political Hon. Mona AINU'u, Minister of Natural Resources of Niue advocated Pacific statements and key messages focused on protecting the special considerations for SIDS, especially Pacific states and peoples, emphasising that women and people in all their diversities in the Pacific are disproportionately impacted by the unique vulnerabilities of their environment and climate change. The "One Pacific Voice" stressed the importance of finance and means of implementation to support an ongoing

At the institutional level, gender equality and social inclusion have been embedded into SPREP's programmes, processes, and systems. For example:

- In 2024, SPREP welcomed its first Gender Adviser, a milestone made possible through collaboration with the Pacific Community (SPC) and supported by the SPC-led Pacific Women Lead Programme.
- The SRREP Gender Policy was significantly revised adopting international best practice and standards. This was coordinated by the SPREP Gender, Equality, Inclusion and Mainstreaming Group with input from SPREP projects and programmes. The expected outcome of the review led to updating guiding principles on gender equality social inclusion, disabilities, and mainstreaming; relevant gender-related indicators for reporting; gender justice in climate change; and empowering women-disability-marginalised communities through project implementations at country level.
- Women participation in various activities across programmes and departments is reaching the average between 45% to 60%. Integration of gender mainstreaming at Programmes and Departments levels are shown below:

Programmes/ Departments	Gender mainstreaming actions
CCR	<ul style="list-style-type: none"> ○ The PCCC through its various engagements on Capacity Building on Climate Resilience for the Pacific trained more than 600 participants from Governments, Civil Society, NGOs, and private sector of which more than half of the total participants were women. ○ Women (40%) participation of 300 leaders, negotiators and officials from the Pacific were in Baku Azerbaijan for COP 29 to fight for the survival of Pacific communities who have been placed at the forefront of climate change impacts.

Programmes/ Departments	Gender mainstreaming actions
	<ul style="list-style-type: none"> Women at the forefront of the climate action in COP 29 pushed for gender-responsive climate finance that is accessible to women-led grassroots organizations includes those in the Pacific communities Nature-Based Solution (NbS) for climate change adaptation in the Pacific ensured women groups in the Pacific can effectively access NbS funds through capacity-building activities. SPREP through the Kiwa initiative integrated human rights and gender equity, disability and social inclusion (GEDSI) into strengthening climate change resilience of Pacific communities through Nature-based solutions. This also includes developing tools, guides and providing training and capacity building to support the implementation of GEDSI. Gender equity, disability and social inclusion (GEDSI) continued to be addressed at project level through the projects that CCR is implementing. GEDSI specialists have been engaged under projects to undertake GEDSI analysis and develop plans to guide mainstream across project outputs and activities.
IOE	<ul style="list-style-type: none"> Implemented projects and programmes through specific activities and also by direct engagement of gender specialists to ensure. In 2024 the Invasive Species Team built capacity for 1597 people (60% male, 40% female) of which 3% identified as youth. Regional Meetings including the Pacific Invasive Learning Network, Invasive Species Study Tour and PRISMSS Meetings highlighted both GEDSI and Traditional Knowledge. The development of GEDSI and Traditional Knowledge capacity and integration continue to be driven through the PRISMSS Restoring Island Resilience project with support and encouragement from NZMFAT. GEDSI and Traditional Knowledge highlighted in regional meetings specifically the Pacific Invasive Learning Network, Invasive Species Study Tour and PRISMSS Meetings
WMPC	<ul style="list-style-type: none"> The PWP, SWAP, POLP, GEF Islands continued to embed gender plans in project activities reaching marginal Pacific communities. 4th CPRT highlighted women engagement (through consultation, participation and collaboration) – 14 of the 22 dialogue moderators and presenters (or 64%) were women. Women engagement in PWP initiated projects across PICTs within the context of gender equity mirrored through: <ul style="list-style-type: none"> Strengthened legislation by integrating existing acts, ensuring national coverage and equal benefits which supported gender equity by promoting fairness and inclusivity in the application of laws and access to waste services. Inclusive decision-making ensured that gender perspectives and voices from communities were integrated into project decisions from the outset through engaging with multiple ministries and the Banaba Island communities via Island Governments. Community centred communication which supported gender equity by ensuring messages are accessible to all community members, particularly women and marginalised groups in rural and remote areas Empowering youths contributed to a cleaner future as part of the Greening of the Commonwealth Heads of Government Meeting (CHOGM) initiative where young people have been actively involved in waste audits, and monitoring waste collected across CHOGM venues. This provided insights into the source, types and quantities of waste generated during CHOGM to help plan for effective waste management strategies for the future https://www.facebook.com/share/v/6V9AU7uLzRMqPYS/ <p>Links to women and or youth participation</p>

Programmes/ Departments	Gender mainstreaming actions
	<p>Turn the Tide: SPREP Efforts in the Global Fight Against Marine Litter https://www.sprep.org/news/turn-the-tide-sprep-efforts-in-the-global-fight-against-marine-litter</p> <p>Tuvalu Youth Champion Solutions to Plastic Pollution https://www.sprep.org/news/tuvalu-youth-champion-solutions-to-plastic-pollution-in-national-</p> <p>Role of Indigenous communities recognised at world's first-ever 'nature positive' summit https://www.sprep.org/news/role-of-indigenous-communities-recognised-at-worlds-first-ever-nature-positive-summit</p>
EMG	<ul style="list-style-type: none"> • Actively integrated gender mainstreaming into its program delivery and initiatives with 45% female where women empowered to lead key areas of the program works including co-ordination on MEAs as well as regional and national support on GIS and data management. • Efforts conscientiously undertaken to ensure equitable participation and consideration of gender perspectives in capacity building, policy support, and tool development. Gender disaggregated data is collected for capacity-building activities where feasible as follows: <ul style="list-style-type: none"> ○ The Pacific Network for Environmental Assessment (PNEA) portal, managed by EG, demonstrated positive gender parity with approximately 45% (435 individuals) of its active members being female practitioners who regularly participate in training and knowledge sharing. ○ Solomon Island EIA training workshop in March 2024: 39% females (9 total female participants / 23 total participants). Link to Report ○ Vanuatu EIA workshop in July 2024: 26.1% females (13 total female participants). Link to Report ○ Kiribati SEA workshop in September 2024: 70% female (30 total female participants). Link to Report ○ Cook Islands SEA workshop in November 2024: 27% female (4 total female participants). Link to Report ○ Solomon Islands GIS and Data Management Training in March 2024 - Ensuring Resilient Ecosystems and Representative Protected Areas (EREPA) Project: 40% females (Total participants: 20) Link to report. ○ Samoa GIS and Data Management Training in June 2024 - Enhancing Fisheries Management in Samoa through Geographic Information Systems (GIS): 61.9% females (Total participants: 21) Link to report. ○ Vanuatu GIS and Data Management Training in June 2024 - Strengthening Environmental Management Tools for Effective Decision Making in Vanuatu: 48.5% females (Total participants: 33) Link to report. ○ Fiji GIS and Data Management Workshop in August 2024 - Empowering Marine Conservation and Fisheries Management in Fiji through Spatial Technologies: 45.5% females (Total participants: 20) Link to report ○ Kiribati GIS and Data management Workshop in September 2024 - Charting Sustainable Development Pathways in Kiribati Through Strategic Assessment and Spatial Technologies: 43.75% females (Total participants: 32) Link to report. ○ Monash University Global Immersion Guarantee (GIG) Programme 2024: January 2024 total participants: 66 (53% females); November 2024 - total participants: 83 (71% females).

Programmes/ Departments	Gender mainstreaming actions
IT/KM/Comms	<ul style="list-style-type: none"> • Populated and strengthened resource collection on Gender on the SPREP Virtual Library with estimated 1700 resources on GENDER made available. • Trained over 20 journalists from Samoa Observer and other media outlets on better reporting
Program integration	<ul style="list-style-type: none"> • Revision of Gender Policy 2016 (final stages) addressed women participation including disabilities • PIP 4(2024-2025) reporting provided gender disaggregation of data whenever feasible for in-country implemented activities by Programmes which recorded and average between 40-60% women engagement. • Gender disaggregation when appropriate is undertaken in PIP reporting by strategic goals. • Women engagement (40-60%) in MEL-CTSPF training from Kiribati, Nauru, Tuvalu, Vanuatu, among others • Narratives of women engagement in capacity building are highlighted across programmes across Members in e.g women in the projects (PWP, SWAP, POLP, GEF, Invasive Species in FSM, women in sector activities (Fishery, Tourism, Water, Agriculture, and Land) • Trained over 20 journalists from Samoa Observer and other media outlets for better reporting supported by M&E
Finance and Administration (FA)	<ul style="list-style-type: none"> • Gender equity and mainstreaming were integral considerations in all recruitment and procurement activities undertaken by the Finance Department. These principles were applied to ensure fairness and inclusivity in the selection processes. • Integrated into account during the comprehensive review that was completed last year of the Procurement Manual and Policy. This ensured that suppliers and partners can demonstrate a commitment to gender equality and inclusive practices during procurement process.
Human Resources (HR)	<ul style="list-style-type: none"> • The People Strategy Outcome 1 on Culture is Inclusive and Resilient encourages inclusivity and the involvement of GEIM in the implementation of key activities under the People Strategy.

IV. Risk Management

Risk management is integral to SPREP governance and decision-making processes. It plays a crucial role in enhancing organisational resilience, strengthening accountability, and supporting the effective and efficient delivery of strategic priorities. SPREP continued to promote and apply risk management approaches across its projects, programmes, and organisational processes as outlined below:

Organisational level

- At the organisational level, Priority Enterprise Risks (PERs) continued to be monitored and managed at SLT level through the Risk Committee (RC). The Enterprise Risk Management Plan (ERMP) 2025 was completed and Risk Management Reporting (RMR) established.

- Risk Mitigation Report (RMR) Bulletin approved by RC and utilized as a platform to enhance staff awareness and engagement in the management of organisational risks.
- Continued to monitor the Enterprise Risks as categorized as followed:
 - PER 1 (Disasters - man-made and natural including global pandemics)
 - PER 2 (Inadequate funds for operations both core and non-core budget)
 - PER 3 (Delayed project implementation)
 - PER 4 (Human resource capacity)

Programme and project level risk reviews continued for on-going projects as outlined below:

- CCR: risk management is built into projects implementation and is continuously monitored and evaluated throughout the lifetime of the project. The Environmental and Social Safeguard Assessment continued to be undertaken at project level. The assessments identify risks and proposed mitigation measures to prevent and minimise these risks. These risks are built into the risk management matrix under each project. The Environmental Management Plans were also developed at project level to ensure impacts on the environment, society and culture are minimised and or prevented at all costs.
- IOE: programme and project risk management
 - SES - Social and Environmental Safeguard Assessment is included in Kiwa Initiative funded PEBACC+ project.
 - Regional Meetings including the Pacific Invasive Learning Network, Invasive Species Study Tour and PRISMSS Meetings highlighted health and safety in invasive species management.
 - More detailed press releases assist in reducing the risk of incorrect information being published.
 - MISCCAP applied adaptive management with support from NZMFAT to mitigate possible and identified risks
 - Residual toxin testing in marine environment post eradication
 - Hedging of existing NZD contract to mitigate further forex losses.
 - Inclusion of ESS statements for PRISMSS Programmes in the Navigator.
 - Established PRISMSS Asset register
- WMPC: risk management are included in the annual reviews through WMPC projects (PWP, SWAP, POLP, ISLANDS) with regular updates to the respective project steering committees and governance groups. Risks identified in 2022 specifically overcoming the COVID-19 pandemic were managed through the contracting of national project officers to deliver on-the-ground implementation.
- EMG, risks identified, and measures undertaken
 - Programme Level
 - i. ACP/MEA 3 Program delivery with other SPREP Programs delayed due to delivery of other projects within their programs. This was managed by EMG Team taking on some leading roles to support Activities Leads from other Programs.
 - ii. Budget availability to support continuation of the EMG staff to deliver EMG core activities. This was addressed through a) cost

- recovery from other projects where EMG Staff were engaged; b) re-programming of funding available within existing projects and c) advocate for EMG priorities in resource mobilisation efforts.
 - iii. Small environment departments with multi-responsibility and high staff turnover. This was managed by the Programme working closely with those SPREP members on concerns like providing timely training and technical assistance to address gaps in implementation of national priorities.
 - iv. Lack of programme communication and coordination. This was addressed by using strategic platforms such as SLT, PRMG, EMRCG, Blue Team, CTSPF, SOE/NEMS development to strengthen internal collaboration.
- Project Level
 - i. Slow delivery of Country Project Funding allocation. This was moderated by Programme supporting countries in identifying required consultants to deliver on some activities.
 - ii. Government commitment to regional collaboration is reduced due to changes in the political environment. High level support for EMG projects has been attained/maintained through SPREPs bi-annual meeting of officials.
 - iii. Lack of cross-sectoral communication and coordination between agencies. This was managed by using existing coordination mechanisms at national and regional level, such as: National Environment Sector Steering Committees, Intersessional meetings/COPs of key regional agreements (i.e – Noumea Convention), Regional Project Steering Committees, Regional project coordination calls (monthly), among others. These mechanisms have been in place and functioning well and are linked to national legislation or national priority programmes.
- Increased cyber threats and potential for security incidents mitigated by conducting in-house training with staff including Top Priority Cybersecurity program (policies, measures, training).
- Delivered multiple staff training and knowledge sharing sessions in collaboration with SPREP's Monitoring & Evaluation Adviser, enhancing understanding and strengthening risk management practices.
- Monthly IT Team meetings conducted for discussion and evaluation of Risks entered into IT Risk Register ensuring on-going oversight and mitigation of potential risks.
- IEMS Project established a risk register which is frequently reviewed and updated aligned to Project activities, serving as a standing agenda item for the Project Steering Committee meetings.

- Financial risks were consistently and continually monitored and managed throughout last year as attested to positive audit reports for all audits and verification/assurance engagements completed in 2024. This provided assurance of the efficient and transparent management of funds by SPREP and sound fiduciary and internal control systems as well as governance structures that SPREP implements.

Human resource risks include lengthy recruitment process and existing capacity constraints. These were mitigated through the review of the recruitment trial to be submitted to the Executive in Quarter 2 of 2025. Several Occupational Health and Safety risks are being addressed through in-house training and maintenance works to SPREP facilities and properties.

V. Lessons Learnt

In the 1st year of implementation of the PIP4 (2024-2025) across the organisation, critical lessons learnt as follows:

Partnership engagement and regional coordination

- Supported PSIDS negotiators to lead and coordinate PSIDS engagement on key different thematic priorities resulted in increased confidence and knowledge of the negotiation process. Several PSIDS coordinators are now AOSIS Lead Negotiators. Samoa as Chair of AOSIS at COP 29 supported and contributed to the following:
 - Amplifying the One Pacific Voice at COP29 through the Moana Blue Pacific Pavilion a Pacific partnership with the Governments of Australia and New Zealand managed by SPREP; a dedicated Pacific Delegation Office at COP29 supported through the partnership with the New Zealand Government.
 - A COP29 package to ensure the 1.5°C target remains within reach, accompanied by a mitigation outcome that enables a just transition to a fossil fuel free future we all need which was strongly echoed by Ministers at the High-Level Ministerial Roundtable on Pre-2030 Ambition.
 - Continued calls advocated by the Parties of the Paris Agreement as a demonstration of leadership and commitment.
 - Adaptation continues to be an essential element for Island States and the Global Goal on Adaptation will bolster SIDS adaptive capacity, strengthen their resilience, while reduce their vulnerabilities, to aide countries in this pursuit as means of implementation and the indicators to help measure adaptation interventions.
 - Commitment on the urgency of achieving 1.5, in solidarity for a green world, and the impact of decisions on future generations which is non-negotiable for the survival of the Small Island Developing States.
 - Pacific delegation supported the push to secure the New Collective Quantified Goal (NCQG) on Climate Finance

- Encouraged building strong and effective partnerships and leadership with regional organisations in waste management sector includes:
 - Strengthening of coordination and information sharing between agencies, Ministries and councils by establishing National Waste Management Steering Committee
 - Expansion of Garbage Collection Services
 - Introducing Community Champions for Waste Management
 - Introduction of Economic Incentives / Sustainable Financing for waste management
 - Technology transfer and registered suppliers to assist suppliers – procurement and service providers
 - Community Behavioural Change and Engagement for effective implementation of waste management with the support of communities – brand messages
 - Identifying waste information needs and gaps; proper assessment to identified
 - Information sharing and centralization
 - Enforcement remained difficult when responsible collection authority lacks the resources for sustainable work
- The importance of working within established regional mechanisms to reduce single use plastic in the Pacific region e.g. The Pacific Marine Litter Action Plan (PMLAP). Ending plastic pollution in the terrestrial and marine environment in the Pacific islands region has attracted the interest of many development partners. The P-MLAP provides the regional framework for partners to identify thematic areas for the provision of assistance in order to avoid overlap and duplication at the same time not taxing the absorptive capacity of national institutions.
- Single use bans need to be reinforced – laws preventing halts importation of single use plastics into a country mean that these items should not be in the country again unless there are exemptions. The history of banning single use plastics in Pacific island countries show that without the requisite enforcement and compliance systems in place to support the bans there will be continued leakage at the border and the law will be a law in paper only. Enforcement of the law supported by awareness and outreach is critical to ensure compliance and behavioural change as has been successfully trialed in the Solomon Islands.
- Valuing regional institutions and local knowledge – The collaboration with the Pacific Tourism Organisation (SPTO) actively engaged to develop the standards and certification framework to phase out single use plastics in the tourism sector. It has ensured the proactive participation of relevant stakeholders in the tourism sector from across the region. This has provided for the development of a framework that is fit-for-purpose and practical for business operators and national compliance monitoring and enforcement agencies.
- The OneCROP approach to support Pacific Island delegates at CBD COP16 increased the level of technical support provided, as well as the additional funding provided by Australia which ensured a high level of Pacific participation.

- Productive partnerships and synergies critical in attaining positive and lifelong outcomes. Successfully demonstrating the value of project outputs/outcomes will attract interest of potential donors and raise the likelihood of further funding support.
 - Continuous effort in collaborating with partners adds value to SPREP's programme delivery.
 - Maintaining positive relationships (NZAIA, SPTO, IAIA, UNEP, ADB, World Bank and USP) increased programme and project implementation delivery of capacity building and training on EIA and ESS.

Programme coordination and implementation at country level

- Projects with multiple regional executing agencies e.g. WRP and SUPA may have encountered challenges in coordinating timely delivery of activities as some project activities are inter-dependent and inter-linked and reporting. It is important to undertake inter-agency implementation planning and constant communication with all executing agencies and national focal points to ensure project delivery is timely.
- Importance to link biodiversity focused initiatives to climate change adaptation strategies.
- Coordination of work at the national and regional activities remained a challenge, however more efforts should be provided through the CTSPF.
- Expand the Moana Taka Partnership to other shipping companies that can cover the Pacific states not serviced by Swire Shipping in removal of waste out of countries.
- Strong partnerships and coordination are essential for achieving positive and lasting outcomes. Collaborations with technical institutions (like NZAIA, EIANZ, Monash Uni) and programmatic partners (UNEP, IUCN) significantly enhance the quality and reach of SPREP's work.
- Successfully demonstrating the value of project outputs/outcomes can attract the interest of potential donors and increase the likelihood of securing additional funding.
- Early mapping of project resourcing through a sustainability strategy was needed for the Inform project to support a follow-on phase, given the great level of support received from PICs for the continuation of the project.
- Establishing good and professional relationship with partners is crucial in project and program delivery within SPREP and in Countries.

Continuous learning

- Continuous capacity building, training and learning for SPREP staff to undertake professional development is important in areas such as IT to upskill and increase knowledge on digital technologies and programmes to minimise security risks and ensuring that any risks to the organisation are prevented and/or mitigated.
- Digital transformation as an impetus for streamlining and re-engineering processes designed for operational efficiency and effectiveness as comparative advantage of the organisations e.g improving online payment and banking capabilities to support digital transformation and shift to doing business online.

Governance and operations

- The nature of SPREP's work requires its operations and personnel to be highly adaptive and agile to changing business environment. This includes strengthening capacity to ensure compliance and consistent application of approved governance policy frameworks for example, the financial management procedures, procurement

manual, staff regulations and related HR policies, risk management policy, IT Policies, KM Strategy, and ESS.

- As the organisation continues to grow, thus the need to increase capacity within the Information Services Department to ensure it meets the needs of the organisation.
- Ensuring IT and KM cost recovery are integrated into project budgets
- Continuous strengthening of ongoing collaboration with programmes and projects
- Continuous cybersecurity trainings and awareness for staff to keep up to date with technology and associated risks
- Strengthening a culture of knowledge sharing within SPREP and amongst its partners. Continued efforts are needed to embed this practice across all programmes to ensure knowledge is captured, transferred, and effectively used.
- Enhancing access to central knowledge repositories such as the SPREP Virtual Library and the Fagogo Intranet significantly improves staff efficiency and programme coordination across the organisation and ultimately the region
- Regular staff training and engagement empower staff to document, manage and apply knowledge effectively – help to reduce institutional memory loss and improve continuity.
- Sustainable Funding for SPREP is reliant on collective efforts by many players including members and donor partners to ensure sustainability of SPREP in the long run.
- Significant increase in programme portfolio annually but with the same core capacity highlights the need to address inadequate core funding support through membership contributions which remain generally unchanged over the years, inadequate Programme Support Fees level compared to the increased costs of doing business in the current environment and inadequate financial support under limited partners providing unrestricted donor funding for the Core.
- Implementation of the People Strategy has made positive progress with work still in progress in other outcome areas.
- A dedicated budget for the People Strategy is crucial to the implementation of the People Strategy and achievement of its outcomes.

Balancing Financial Performance with Resource Constraints

- While SPREP achieved notable success in ensuring that overall financial performance remained at or above breakeven, with no deficits realized, the pursuit of a sustainable budget has been partially successful. The 2024 budget exceeded expectations by USD \$3.4 million, with actuals of USD \$44.1 million compared to the budget of USD \$40.7 million. However, the Core Budget of USD \$7.6 million fell short, with actuals at USD \$6.9 million, resulting in a shortfall of USD \$700,000. This shortfall directly correlates to the overall financial surplus, which amounted to USD \$661,000. While these outcomes demonstrate strong financial performance, they also highlight the ongoing pressures on limited staffing capacity and resources, particularly within Core Departments and teams. The challenge remains to ensure a sustainable funding base that can effectively support environmental outcomes for the Pacific islands region while managing the increasing demands on resources.
- Despite challenges, SPREP adapted well to the inconsistent programme delivery during the year, implementing strict expenditure controls, managing foreign exchange exposure, and maximizing cost recovery efforts. These measures contributed to a positive financial result for 2024, while maintaining reserves at a positive level.

Additionally, Programme Support Fees collected in 2024 reached USD \$2.9 million, exceeding the budgeted amount of USD \$2.75 million. The implementation of cost recovery measures further demonstrated success, with USD \$943,000 credited from cost recovery efforts (compared to USD \$871,000 in 2023). This reflects the continued effectiveness of SPREP's approach to managing costs and generating supplementary income.

Adaptability and Flexibility in Financial and Procurement Processes

- SPREP's work environment is inherently dynamic, requiring an adaptable and responsive team capable of navigating an ever-changing business landscape. This adaptability is crucial in adjusting financial and procurement policies to meet evolving needs. Lessons from 2024 indicate that SPREP's ability to pivot and implement solutions in the face of fluctuating programme delivery schedules continues to be essential in maintaining operational efficiency and financial health. It underscored the need for continued flexibility within financial management frameworks and procurement policies to ensure that SPREP remains responsive to both internal and external changes while maintaining accountability and transparency in its operations.

Need for Sustainable Funding and Long-Term Strategic Partnerships

- The long-term sustainability of SPREP hinges not only on the efforts of its internal team but also on the collective collaboration of its members, partners, and donor community. As SPREP's programme portfolio continues to grow year on year, the demand on the same core capacity increases, which in turn places further strain on available resources. The increasing programme portfolio, coupled with limited growth in core funding, highlights the critical need to address the low level of unrestricted donor funding for core activities.
- The Finance & Resource Sustainability Strategy, approved last year, outlines key recommendations aimed at improving sustainable funding for SPREP. Among these priorities, the need for expanded Programme Support Fees and increased unrestricted donor contributions for core funding remains vital for ensuring the long-term success and sustainability of the Secretariat. The increase in Programme Support Fees to USD \$2.9 million in 2024 provides a promising sign of success in this area, yet it remains a key focus to strengthen SPREP's financial foundation going forward.

Ends