

PIP4 Progress Towards Achieving PIP4 Strategic Outcomes by Strategic Goals High Level Summary Report

Introduction

The Performance Implementation Plan 4 (PIP4) High-Level Summary Report (2024–2025) has been prepared by the Secretariat to highlight progress and final strategic outcomes achieved under each strategic goal at the conclusion of two years of PIP4 implementation. This report focuses specifically on the second year of implementation (2025), showcasing progress toward achieving PIP4 outcomes aligned with the goals of the SPREP Strategic Plan 2017–2026.

A simplified statistical summary presents the number of outcome indicators categorized by strategic goals as either Achieved (fully delivered and completed) or Ongoing (activities still in progress).

In 2025, a total of 117 outcome indicators were delivered through:

- Regional Goals via Programmes (64 indicators)
- Organisational Goals via Departments and Work Units (53 indicators)

These indicators will continue to be tracked through to 2026.

For this reporting period, progress is classified as either Achieved or Ongoing. The “Ongoing” status reflects indicators associated with activities that are either continuing or were not completed against the target set for 2025. Reasons for incomplete activities include delays in implementation, project-based and inconsistent availability of funding, and other operational challenges. The ongoing activities are expected to be completed in 2026, the final year of the current SPREP Strategic Framework. This report highlights the overall Secretariat Performance in 2025 for PIP4 (2024-2025) shown in Figure 1.

In addition to highlights of key achievements, this report provides high-level syntheses of cross-cutting topics including innovations, risks management, and lessons learned under *III. Cross-cutting Themes at Organisation-Wide Level*, together with Gender and Social Inclusion (GESI) Mainstreaming under each Goal. To complement quantitative metrics, the report includes selected Most Significant Change (MSC) stories¹, which provide a zoom-in snapshot on key achievements or change processes.

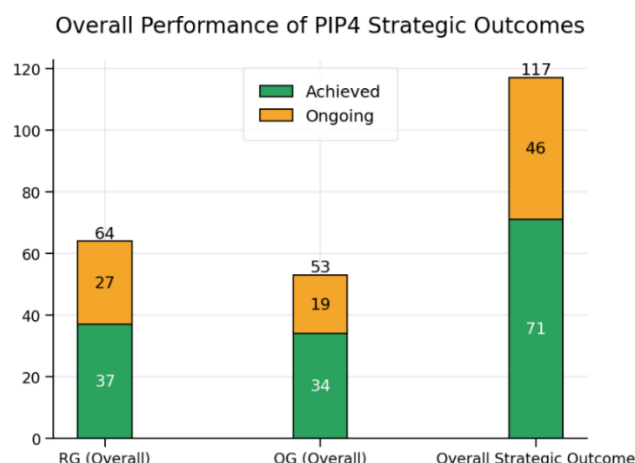
Overall PIP4 (2024-2025) Performance

2025 is the eighth year of implementation of the Strategic Plan 2017-2026 and it is the second and final year of the two-year implementation of PIP4 (2024-2025). The overall SPREP PIP4 results against the 118 outcome indicators, comprising of 64 indicators for the Regional Goals (RGs) and 53 indicators for the Organisational Goals (OGs) are reported as follows:

- **61% (71/117) of the targets for PIP4 are *Achieved*** as of 2025, as compared to 37% in 2024
- **39% (46/117) are *Ongoing*** as of 2025, as compared to 63% in 2024

¹ Most Significant Change (MSC) Story describes account of changes at different levels, including personal, organisational, and systemic changes. The changes can be an early-stage, medium-stage, and long-term changes or outcomes. For this report, these MSC stories represent intended, positive changes based on the SPREP's Strategic Framework and Outcomes.

FIGURE 1: Overall Performance of PIP4 Strategic Outcomes



I. Overall Performance by Regional Goals (2024-2025)

The approved SPREP Strategic Plan 2017-2026 has four Regional Goals. These are:

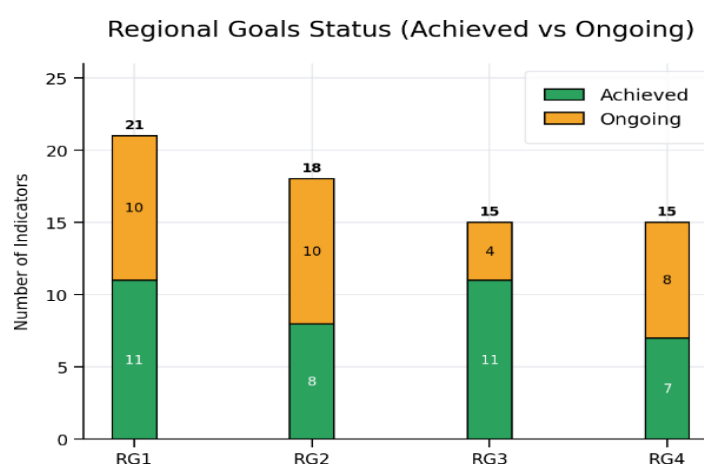
Regional Goal 1	Pacific people benefit from strengthened resilience to climate change for Pacific Island Members
Regional Goal 2	Pacific people benefit from healthy and resilient island and ocean ecosystems
Regional Goal 3	Pacific people benefit from improved waste management and pollution control
Regional Goal 4	Pacific people and their environment benefit from commitment to and best practice of environmental governance

Each goal postulates several key strategic objectives along with corresponding regional outcomes. While each goal has a specific thematic focus, all four are interconnected which together contribute towards achieving SPREP's vision of a 'resilient and sustainable Pacific communities.

This report highlights the Secretariat performance in achieving strategic outcomes by Regional Goals and Organisational Goals for 2025 across the PIP4 (2024-2025).

In 2025, for the PIP4 (2024-2025) report on the strategic outcome achievements across the four Regional Goals (RGs), a total of 64 outcome indicators is used to calibrate performance for each of the four Regional Goals. Performance assessment is based on number of targets Achieved and Ongoing.

FIGURE 2: Overall Performance of Regional Goals PIP4 (2024-2025)



REGIONAL GOAL 1: Pacific people benefit from strengthened resilience to climate change

Total outcome targets	Achieved	Ongoing
21	11	10
100%	52%	48%

Overall, for Regional Goal 1, of the 21 targets, eleven (11) were Achieved, and ten (10) Ongoing.

Notes for Ongoing indicators:

Ongoing Outcomes	Description	Adaptive management
Development and/or review policies-legislation-strategic plans to strengthen National Meteorological and Hydrological Service (NMHS) operations (RG1.3)	SPREP through COSPPac project has supported the development of National Framework for Climate Services in Palau, RMI, Tuvalu, Cook Islands, and Niue.	Framework for Kiribati, FSM, Cook Islands and Papua New Guinea are planned in 2026.

Key Achievements

Through the Climate Change Resilience Programme SPREP has provided support to Members to access and manage climate change finances to further strengthen countries resilience by:

- Serving as a delivery partner for the Green Climate Fund (GCF) Readiness Support. SPREP's **climate finance readiness and National Adaptation Plans (NAPs) portfolio under implementation currently stands at USD 10.3 million, with two new readiness projects** for the Solomon Islands (USD 1 million) and the Republic of the Marshall Islands (USD 1 million) approved by the GCF in March 2025, increasing the portfolio value to USD 12.3 million. SPREP is currently supporting Niue, Marshall Islands, Nauru, Tuvalu, Micronesia, and the Solomon Islands through readiness and NAP initiatives aimed at strengthening institutional capacities, climate finance access, and adaptation planning. In addition, SPREP secured support from the governments of the Solomon Islands and Micronesia for regional readiness activities under its Accredited Entity function, including the development of regional and national climate change project concepts for both countries.
- Supporting the development of more than **eight project concepts and funding proposals targeting the GCF, Adaptation Fund (AF), Fund for Responding to Loss and Damage (FRLD)**, and various bilateral co-financing opportunities. The support has also strengthened national capacity through the delivery of targeted training and capacity building activities for government agencies, implementing partners, and private sector stakeholders, enhancing their ability to develop, manage, and implement climate resilience investments.
- Assisting four national Direct Access Entities to the GCF enhance governance arrangements, strengthen institutional systems, and policy frameworks to conform with GCF accreditation requirements and improve long-term access to climate finance. The entities supported include the Niue Development Bank, Nauru Department of Finance, Solomon Islands Development Bank, and the Marshall Islands Ministry of Finance.
- Championing support to Members implementing **two regional loss and damage initiatives that enhance access to technical assistance, capacity building, and finance-related support. The Loss and Damage Capacity and Capability Project** (LDCC, NZD 7 million) provides regional and direct support to the Cook Islands, Micronesia, Niue, Solomon Islands, Tonga, and Tokelau, while the Building our Loss and Damage Response (EUR 20 million), also

referred to as BOLD, is being delivered across Fiji, Marshall Islands, Samoa, Tuvalu, and Vanuatu to strengthen national and regional capacities to respond to and address loss and damage impacts.

Through its Climate Science Information Programme, SPREP supported Members to further strengthen forecast capability and early warning systems:

- Funded by Australia, New Zealand and United Kingdom, Weather Ready Pacific (WRP), the region's flagship vehicle for Early Warnings for All completed its first full year of implementation under a Pacific-led governance structure, with the Steering Committee operating as the programme's decision-making body. **Nine governance and partnership mechanisms were established, including a 10-year Bureau of Meteorology–SPREP Strategic Relationship Arrangement and the Pooled Funding Investment Facility Phase 1 legal framework.** This shifts the region from project-by-project donor delivery toward enduring Pacific ownership of its hydrometeorological future.
- **Nine Pacific meteorologists and technicians received internationally recognised WMO qualifications (BIP-M and BIP-MT)** for Tonga, Kiribati, Samoa, Cook Islands, PNG, Tuvalu and Vanuatu, each a lasting addition to national forecasting capacity rather than a one-off training event. A further 33 forecasters across Fiji, Tonga and Niue received advanced severe weather training, with participants reporting measurable gains in accuracy, timeliness and confidence, and a Pacific-led peer forecasting community now sustaining itself beyond donor facilitation.
- **Traditional knowledge programmes for early warning were established or strengthened in five countries, and tailored climate information reached 15 PICs.** New early warning infrastructure advanced, including the VanKIRAP weather radar commissioned in Vanuatu, and COSPPac consolidated fragmented climate and ocean resources into a single Pacific-led, SPREP-managed platform (cosppac.org) to make information easier for NMHSs and communities to access and use.

Most Significant Change Story 1

Seeing the storm before it arrives: Tonga's first weather radar

Tonga sits at the heart of the South Pacific cyclone belt, yet until 2024 it had no weather radar, leaving forecasters reliant on satellite imagery and distant models that could not show where a squall would intensify or whether a rain band would flood a coastal village before dawn. Through Weather Ready Pacific, and with support from New Zealand MFAT and delivery by NZ MetService, a solar-powered C-band radar was installed and brought into daily operational use. Tonga Meteorological Service moved from educated inference to direct observation: forecasters can now track systems in real time, practise genuine nowcasting, and issue warnings that are earlier, updated more frequently, and specific to particular communities rather than the nation as a whole.

The change is operational and human. Aviation, maritime and emergency managers now act on warnings they trust; communities near flood-prone rivers and exposed coastlines gain precious time to prepare. As Director of Meteorology Laitia Fifita put it, "Warnings can be issued earlier and updated more frequently. They're more specific geographically... decision-makers have greater trust in the information. In practice, warnings are more actionable, not just more frequent." Beyond Tonga, the installation has become a regional proof-of-concept — its 70-day deployment, solar design and procurement lessons now shaping radar investment for Solomon Islands, Samoa and the wider Pacific.

GESI mainstreaming

GEDSI moved from policy to practice in 2025. The WRP GEDSI Strategy 2025–2033 was endorsed by the Steering Committee six months ahead of target, and **a landmark MOU was signed between SPREP and the Pacific Disability Forum; connecting the region's early warning programme to 71 disability organisations across 22 PICTs and embedding disability inclusion across all areas of work**. The clearest change is structural: meteorology remains a male-dominated field, and these mechanisms create the means to reach those most at risk and least reached by existing warnings. Early signals include staff understanding of the GEDSI Strategy rising from 37% to 56% over the period, and women comprising a meaningful share of the WMO-qualified graduate cohort. The honest position is that the sector starts from a weak GEDSI baseline; a sector-wide diagnostic in 2026/2027 will set the formal benchmark against which progress is measured.

REGIONAL GOAL 2: Pacific people benefit from healthy and resilient island and ocean ecosystems

Total outcome targets	Achieved	Ongoing
18	15	3
100%	83%	17%

Overall, for Regional Goal 2, of the 18 targets, fifteen (15) were Achieved, and three (3) Ongoing.

Notes for Ongoing indicators:

Ongoing Outcomes	Description	Adaptive management
Risk of new socio-economic-environmental impacts lowered due to active specific Early Detection-Rapid Response (EDDR) Plans in 21 PICTs (RO 2.4)	Activities completed in 2025 under the GEF6 RIP project and the NZ MFAT PRISMSS-RIR project including: Niue - EDRR plan completed (GEF-6), Tokelau – EDRR equipment delivered (PRISMSS-RIR), Tonga - EDRR plan completed (GEF-6), Tonga - Community engagement event for inter-island biosecurity delivered in Vava'u, Tonga (PRISMSS-RIR), and Tuvalu - Stakeholder workshop on biosecurity (GEF-6)	Activities initiated in 2025 will conclude in 2026 under the NZ MFAT PRISMSS-RIR project including: Cook Islands – Delivery of a custom-built biosecurity X-ray trailer, Nauru – EDRR plan & equipment, RMI – Delivery of inter-island awareness billboards, Samoa – delivery of EDRR equipment, and Tonga – delivery of inter-island biosecurity community engagement and behaviour change equipment RG2 team will closely monitor these activities to ensure timely delivery.

Key Achievements

Through the Biodiversity Conservation Programme, SPREP has:

- Successfully completed the GEF-6 Regional Invasive Project in 2025. The project supported PRISMSS programmes and achieved significant outcomes towards strengthening the resilience of Pacific communities. The project **further enhanced invasive species management in Marshall Islands and Tuvalu through the development of National Invasive Species Strategies and Action Plans (NISSAPS) and through the review of NISSAPs in Niue and Tonga**.

- Apart from strengthening regional governance and resilience on invasive species, the PRISMSS programmes continued to deliver significant outcomes on the ground with activities completed in 17 countries and territories. Notable projects and key achievements are as follows:
 - ✓ **Protect Our Islands** a regional review of the Clean Boats, Clean Ports framework guided the delivery of activities in 5 countries and territories with a greater focus on community awareness and direct support to governments on Early Detection and Rapid Response, strengthening the first line of defence against invasive species and their impacts.
 - ✓ **Predator Free Pacific** invasive mammals were removed from 24 islands. These successful operations allow ecosystems to recover, providing healthy and safe environments for Pacific communities.
 - ✓ **War On Weeds** supported 7 countries in their efforts to eradicate 12 target weeds. Eradicating low incidence weeds before they spread is key in avoiding long lasting harm to the environment communities depend on.
 - ✓ **Natural Enemies – Natural Solutions** supported the introduction of biocontrol agents in 6 countries contributing to the landscape scale control of priority weeds.
 - ✓ **Resilient Ecosystems - Resilient Communities** supported restoration efforts on 15 sites in 9 countries, creating safe havens for native biodiversity and restoring ecological function.
 - ✓ **Protect Our Marine Areas** provided support to one country to develop capacity and survey key marine areas for invasive marine species. The latest PRISMSS programme aims to support Pacific countries and territories to better understand, respond and prepare for marine invasions.

GESI mainstreaming

One noteworthy significant achievement during the 2025 was the **establishment of foundational systems and framework to support the systematic integration of Gender, Equality Disability and Social Inclusion (GEDSI) across PRISMSS activities**. Rather than focussing solely on individual activities, this work has sought to strengthen the enabling environment for inclusive invasive species management across the Pacific. The mainstreaming of GEDSI has contributed to stronger community ownership and participation in invasive species activities by creating more opportunities for women, youth, persons with disabilities, elders, and other underrepresented groups to engage in decision-making, training, awareness programmes, and local action. This has strengthened established relationships with local country networks required for long-term biosecurity resilience and sustainable ecosystem management across Pacific Island communities.

Progress towards strengthening the participation of women and other underrepresented groups has been advanced through the establishment of systems and mechanisms designed to improve inclusion within planning, implementation, and monitoring processes. While comprehensive regional participation data is still being consolidated, increasing partner awareness, dedicated GEDSI support, and the **introduction of monitoring mechanisms have strengthened the foundations required for more inclusive engagement across PRISMSS-supported activities**.

Most Significant Change Story 2:

Mainstreaming GEDSI in Biodiversity through Formative Community Survey in Vava'u

Invasive species management in Pacific Island contexts requires approaches that integrate technical effectiveness with governance, trust, and culturally appropriate community engagement. This study examines the use of a *Vātalanoa*-based methodological framework to engage communities in Vava'u, Tonga, and to assess how social factors shape perceptions, priorities, and participation in invasive species management.

A mixed-methods design combined a structured household survey (N=235) with focus group discussions, guided by a Pacific GEDSI and Traditional Knowledge framework. Quantitative analyses examined knowledge, attitudes, priorities, trust in leadership, and inclusion across age, gender, education, livelihood, and disability groups, while qualitative data provided contextual interpretation of governance and participation dynamics.

Results indicate high levels of concern and motivation to participate, but systematic variation in priorities and perceptions across livelihood groups. Trust in leadership was strongly differentiated by role but consistent across demographic groups, while youth and people with disabilities reported significantly lower perceived inclusion. Traditional knowledge remained strongly age-structured, with elders recognised as primary knowledge holders.

The findings demonstrate that *Vātalanoa* functions as an adaptive and relational methodological framework that enables the integration of governance, knowledge systems, and inclusion within invasive species management. For regional initiatives such as PRISMSS, **the results highlight the importance**

REGIONAL GOAL 3: Pacific people benefit from improved waste management and pollution control

Total outcome targets	Achieved	Ongoing
15	11	4
100%	73.3%	26.7%

Overall, for Regional Goal 3, of the 15 targets, eleven (11) were Achieved, and four (4) Ongoing.

Notes for Ongoing indicators:

Ongoing Outcomes	Description	Adaptive management
Management of contaminated sites (RG 3.1)	One contaminated site of POPs (PCB/DDT) in PNG could not be remediated due to inability to obtain timely national approvals from the PNG Ministry responsible (CEPA) despite repeated technical engagement. This reflects broader challenges of cross-ministerial coordination and national-level prioritisation of hazardous waste remediation.	Continue advocacy and technical support to CEPA; explore alternative entry points through provincial governments or direct health ministry engagement. Document lessons learned for future project design, including pre-approval milestones before budget commitment.
Increased diversion from landfill (RG 3.2)	The 2024 waste audit data, when compared to previous audit periods, shows insufficient evidence of a consistent 2% per capita diversion increase across 16 PICTs. This was caused by an increase in consumption, access to and dependence on imported products (particularly packaged goods and single-use plastics). Persistent food security issues in small island states also drive reliance on imported shelf-stable goods, which generate non-organic waste. Additionally, baseline waste audit data	Harmonise waste audit methodologies across the region; establish standardised diversion tracking mechanisms under the next strategic framework. Use existing infrastructure investments (compost facilities and recycling depots) as entry points for targeted diversion campaigns.

Ongoing Outcomes	Description	Adaptive management
	across many PICTs is outdated or inconsistent, making accurate measurement of diversion challenging.	
Implementation of waste monitoring system (RG3.4)	While individual monitoring frameworks and data collection templates have been provided to multiple PICTs, a consolidated, operational regional waste monitoring system has not been fully implemented. There is a lack of incentive for countries to implement a waste monitoring system beyond project lifecycles. SPREP has limited carriage on countries beyond active project engagement. National environmental agencies are often under-resourced, with waste monitoring deprioritised relative to other environmental pressures.	Link future funding and technical assistance to demonstrated monitoring and reporting performance. Explore low-cost data collection mechanisms (e.g., using local universities and community-based monitors). Build monitoring requirements and associated resourcing into the next strategic framework from the design stage, not as an add-on

Key Achievements

Through the Waste Management and Pollution Control Programme, SPREP has

- Established the **first-ever recycling infrastructure across 15 outer islands in Cook Islands and Tuvalu, diverting waste from ocean-bound dumps**, thanks to the support from EU and Australian Government. Cook Islands procured mobile recycling depots for Rarotonga, Aitutaki, and the 10 Pa Enua islands, the first recycling/storage facilities ever established on these remote islands, expecting to capture 192m³ of PET and aluminum annually from Rarotonga alone, and 327m³ from the outer islands. Simultaneously, Tuvalu procured seven 10ft sea containers to establish recycling depots across all outer islands, the first such facilities in the country's history. This infrastructure directly addresses marine plastic litter at its source by providing communities with an alternative to dumping waste into the environment or burning it on open dumps. **The mobile, cyclone-secure depot model is now being considered for replication in Kiribati's outer islands and Solomon Islands' Western Province.**
- With funding from the European Union and the Australian Government, the PacWastePlus programme **completed hazardous legacy waste removal completed in three PICTs (Kiribati, Nauru, and Tango, directly protecting over 500 people from asbestos exposure** including and students, medical workers, landfill workers, and public service workers. Kiribati removed 3,645m² of asbestos-containing material from Banaba Island's school and hospital, eliminating exposure risk for approximately 400 residents, an entire island population. Nauru repackaged and shipped 4,966m² of asbestos to New Zealand, eliminating risk for 10 landfill workers and freeing 163m³ of critical landfill space. Tonga removed 2,672m² of asbestos from four government buildings, protecting up to 100 public service workers annually. The MSC Story 3 below provides a zoom-in on the case of Nauru where SPREP worked alongside the Ministry to not only remove the hazardous waste but co-develop the first enforceable legal framework.
- Building capacity and technical skills of the Pacific people remains instrumental to the sustainability of waste management and pollution **control. In 2025, SPREP enhanced the technical skills of 395 staff and ensured women participation (47%) across 21 PICTs plus Timor-Leste**, through four regional projects². This includes healthcare waste management training delivered in Fiji, FSM (Kosrae, Pohnpei, Yap, Chuuk), Kiribati, Nauru, Niue, Palau, RMI,

² PacWastePlus, SWAP, PAWES, and ISLANDS projects.

Samoa, Solomon Islands, and Tuvalu; asbestos removal training in Nauru (49 participants); disaster waste management training in Fiji and Tonga; organic composting training in Cook Islands, Fiji, Kiribati, PNG, Tuvalu, and Vanuatu; and the development of two accredited regional Waste-to-Energy qualifications (Certificate and Diploma in Sustainable Energy through PAWES). The near-equal gender participation reflects deliberate mainstreaming efforts, with **women now equipped to assess and guide community compost facilities and healthcare waste management** in their own villages, building local, sustained capacity beyond project lifecycles.

- Critically, direct support was provided to **20 PICTs to engage in the INC process for the Global Plastics Treaty**. Pacific Island countries' national and regional positions were tabled during negotiation sessions, directly influencing the drafting of the Treaty text, including provisions on technical assistance, finance mechanisms, and recognition of SIDS' special circumstances. This represents a significant amplification of Pacific voices in a historically dominated global negotiation.
- To maximise applicability and sustainability, **bespoke Asbestos Management Codes of Practice were co-developed with Kiribati, Nauru, PNG, and Tonga**, ensuring national legal contexts, available resources, and local construction practices. These codes create the regulatory basis for banning future asbestos imports. A regional harmonised approach is now being considered for the remaining PICTs.
- The Thirty second SPREP Meeting **endorsed the establishment of a Pacific Women in Circular Economy (PacWiCE) Network**. The initiative will serve as a network and a platform to support national women in circular economy associations. Samoa has established its Women in Waste (WOW) taskforce in 2024. It aims **at addressing workplace discrimination, limited visibility, and gender biases** that hinder women's full participation in traditionally male-dominated industries

Most Significant Change Story 3

From Contaminated Landfill to Safe Community: How PacWastePlus Removed Asbestos from Nauru's Only Landfill

For years, the Nauru Rehabilitation Corporation (NRC) Landfill, the country's sole waste disposal site, held an invisible threat: five 20-foot shipping containers filled with deteriorating asbestos-containing materials. Ten NRC landfill workers were exposed daily to potential asbestos fibres, and the containers occupied 163m³ of desperately needed landfill space. The community living near the landfill had no way of knowing the risk, and Nauru had no national framework for safe asbestos management. The problem was not just technical; it was a daily health crisis for workers and a ticking clock for the landfill's limited capacity.

With funding from the European Union and technical support from SPREP's PacWastePlus programme, Nauru's Environment Ministry worked alongside SPREP to repackage, containerise, and ship all 4,966m² of asbestos-containing materials to New Zealand for appropriate disposal. Before removal, SPREP delivered asbestos removal training to 49 participants (43 men, 6 women), building Nauru's in-country capacity for future management. The team also co-developed an *Asbestos Management Code of Practice*, giving Nauru its first enforceable legal framework for handling asbestos safely. The significance extends beyond metrics: ten landfill workers are no longer at risk of mesothelioma or asbestosis; 163m³ of freed landfill space extends the facility's operational life; the five containers that remain on-site are now safe for their intended use; and the Code of Practice ensures future asbestos encounters will be managed to international standards. As one NRC landfill supervisor observed: *"Before this project, we knew the asbestos was dangerous, but we had no way to remove it safely. Now our workers are safe, our landfill has more space, and we have rules to follow for the future. This has changed how we manage waste permanently."*

GESI mainstreaming

This year women's participation in technical trainings reached **47% of all 395 participants, significantly above typical industry averages for waste management** (which often fall below 20%). **This was achieved through deliberate actions:** scheduling trainings during daylight hours to accommodate caregiving responsibilities; providing travel and accommodation support for female participants from outer islands; and actively recruiting women from healthcare, community conservation, and local government roles where women are already well-represented.

Engaging more women also led to significant improvements in community waste management practices and activity plans adjusted based on community feedback about what would work for them. For example, in Fiji, 9 Provincial Conservation Officers (4 female, 5 male) were trained on compost facility operations. **The female officers then worked within their families to lead household-level behaviour change and solidify community ownership.** In Tuvalu, 11 of 17 healthcare waste training participants were women, building their capacity to protect themselves, their patients, and their families from infectious wastes. In Tonga, 14 women participated in disaster waste management training, providing unique perspectives that strengthened the final design of the national disaster waste methodology.

While women's engagement has increased, **there are still many challenges to gender mainstreaming, including perspectives on gender norms, and the need for better metrics to measure behaviour and roles changes including decision-making.** For example, in Palau, healthcare waste management training had only male participants (5 men, 0 women). In Timor-Leste, three incinerator operation trainings had 34 male participants and only 1 woman across all sessions. These gaps reflect persistent gender segregation in technical infrastructure roles (incinerator operation viewed as "men's work") and limited female staffing in national waste management agencies and technical departments. Going forward, particularly for the next strategic framework, **there is a need to go beyond counting women in the room and towards documenting and tracking women's influence on decisions, budget allocations, and policy design.** This requires embedding GEDSI-specific outcomes into project design and M&E frameworks and adapting activities to specific site and community needs.

REGIONAL GOAL 4: Pacific people benefit and their environment benefits from commitment to and best practice of environmental governance

Total outcome targets	Achieved	Ongoing
15	7	8
100%	47%	53%

Overall, for Regional Goal 4, of the 15 targets, seven (7) were Achieved, and eight (8) Ongoing.

Notes for Ongoing indicators:

Ongoing Outcomes	Description	Adaptive action plan
Gaps in national capacity and coordination for MEA reporting (RG 4.2)	While MEA obligations and commitments are now well integrated into NEMS, SoE reports and other national frameworks, a key gap is that reporting under many Global and Regional MEAs remains a challenge and overdue for most countries. This gap is also a challenge due to weak central coordination of MEA funding and implementation at the national level, uneven progress across different	Continue streamlining MEA reporting processes; strengthen national coordination mechanisms; provide targeted training and technical support; enhance collaboration with SPREP Legal and partners; develop integrated project concepts to support MEA implementation and reporting.

Ongoing Outcomes	Description	Adaptive action plan
	conventions and short-term project-based nature.	
Sustainability and institutional ownership of national environmental data systems (NEDPs & IRT) (RG 4.3)	While environmental data portal network has benefitted from continuous technical upgrades and the Indicator Reporting Tool (IRT) provides an important reporting mechanism, sustainability at the country level is still constrained by limited in-country capacity and ownership due to limited dedicated personnel and inconsistent practice on data entry or use.	Promote institutionalisation of portal roles within government structures; develop SOPs for portal management; integrate reporting functions into widely used platforms (Pacific Data Portal dashboards); provide ongoing technical support, training, and awareness to increase ownership and consistent use.
Funding opportunities in the implementation of national environmental priorities encompassing international commitments (RG 4.4)	A significant gap remains in the opportunity for development partners and donor agencies aligning their funding priorities to the regional objective of the EG Programme to allow many PICTs to access these resources effectively. This is often due to majority funding being focussed on the three planetary crises while minimal recognition is given to the cross-cutting role of environmental governance.	SPREP through its EG Programme will continue to work closely with partners to expand access to technical support and advisory services, strengthen project preparation and proposal development (e.g. successful PED project, UNEP CIS-Pac5, Cab-Smart MSP, Emma Luke Trust, GBIF project) and apply for funding opportunities to support the implementation of national environmental priorities and international commitments

Key Achievements

Through the Environmental Governance Programme, SPREP has:

- **Launched the 2025 edition of the Regional Indicator Environmental Guidebook** which builds on the 2021 version and includes 34 indicators currently in use and introduced 10 proposed indicators for future consideration by members. The suite of indicators is relevant to all other thematic programmes.
- **Launched the Pacific Seabird Colony Database, a regional database hosted on the Pacific Environment Portal that brings together information on location of known seabird breeding colonies across the Pacific.** Both resources are publicly available to members and reinforce our commitment to promoting data sharing, knowledge management and the use of accessible information systems and platforms to support sustainable environmental governance and decision making in the region.
- Completed the review of the Noumea COP and work plan and budget developed to further raise awareness of the significance of this regional instrument. **The work plan was approved by Parties at the Noumea Convention COP18, 2025.** Tuvalu joined as a new Party to the Convention with on-going support to the Government of Vanuatu in becoming a Party.
- Improved practitioner capacity, and a clearer national reform agenda owned by Tuvalu. In partnership with the Tuvalu Department of Environment, and with funding support from the UNDP–SPC Tuvalu Coastal Adaptation Project (TCAP II), SPREP delivered a five-day Environmental Impact Assessment (EIA) training in Funafuti in 2025. The training was designed to **strengthen the practical implementation of Tuvalu's existing environmental legislative framework, particularly the Environment Protection Act 2008 and the Environmental Impact Assessment Regulations 2022.** Beyond capacity strengthening, the training surfaced concrete gaps in the national EIA framework, which informed Tuvalu's decision to update its EIA policy and procedures. **Tonga's digital compliance-monitoring system for ongoing quarry inspections operationalised.** With funding from the EU ACP-MEAs III Programme, supported Tonga's Department of Environment (DoE) to develop the country's first Terrestrial Aggregate Mining Guidelines and accompanying Operations Manual. Approximately 6% of Tongatapu's land is designated for aggregate mining to supply infrastructure development, yet

the environmental management framework for the sector remained underdeveloped. The draft guidelines were tested against real-world scenarios and field-trialled new digital monitoring checklists, built on KoboToolbox, at the Malapo and Lida quarry sites. The tools are directly transferable: other Pacific countries facing similar aggregate-mining pressures can adapt the Tonga model.

- **Niue takes a more coordinated and effective approach to environmental management and international reporting obligations.** With financial support from the EU-ACP MEAs III Programme, a four-day national training workshop was delivered in Niue to strengthen the country's environmental governance architecture. Importantly, it helped identify synergies across MEAs and their alignment with national priorities, examined persistent gaps and challenges. It also improved coordination in environmental enforcement, reporting, and data sharing, while strengthening the implementation of Niue's Environmental and Social Management System (ESMS) across ministries and departments. This initiative came at a timely moment for Niue. As a party to several major global MEAs, including the Convention on Biological Diversity, the United Nations Framework Convention on Climate Change, and the Ramsar Convention, and as a party to the Waigani Convention, Niue is already committed to a broad international and regional environmental agenda, although it has not yet acceded to the Noumea Convention. Against this backdrop, the workshop was not a standalone activity, but a strategic investment that directly complemented ongoing national reforms, strengthened institutional capability, and positioned Niue to take a more coordinated and effective approach to environmental management and international reporting obligations.
- **The integration of traditional knowledge and modern science in environment governance and conservation promoted in Tuvalu and Palau.** Supported a national traditional knowledge workshop for Tuvalu through the integration of Traditional Knowledge (TK) data management into climate related planning. It reinforces the value of documenting community-based knowledge and local perspectives in interpreting weather patterns to complement scientific tools.

Most Significant Change Story 4:

Magnifying Pacific Women's Voices in EIA: Ms. Lilian Tine and the Tuvalu National Council of Women.

In the pursuit of sustainable development across the Pacific, SPREP has been actively shifting the EIA conversation from a purely technical exercise to an inclusive governance and decision-making processes. A clear example is the journey of Ms. Lilian Tine, Executive Director of the Tuvalu National Council of Women (TNCW) and a board member of the Tuvalu Coastal Adaptation Project (TCAP). In 2025, she participated in EIA training delivered by SPREP in partnership with UNDP and SPC. For Ms. Tine, the training was not simply an opportunity to build technical knowledge; it was a chance to rethink how development decisions are made in Tuvalu, and how environmental and social considerations should inform project planning, budgeting, implementation, monitoring, and evaluation from the outset. "This is significant from a Women NGO perspective – women should not be seen as beneficiaries of development, but as decision makers, leaders, and essential partners through the EIA process," she noted.

The impact of the training is already reaching beyond the workshop room. Equipped with a stronger working knowledge of EIA, Ms. Tine and TNCW have reinforced their call for genuine engagement of women in national development processes, including in the governance spaces where projects are overseen and key decisions are made. Their advocacy is not only for participation, but for adequate financing for women's initiatives and for gender perspectives to be embedded throughout planning, implementation, budgeting, monitoring, and reporting. Since the workshop, women's advocacy in infrastructure and social livelihood matters has strengthened considerably. They have now secured World Bank support for the construction of a new handicraft centre for women – a concrete result of their enhanced leverage and voice in development processes. Additionally, the workshop highlighted a critical gap: the need to strengthen gender mainstreaming in Tuvalu's EIA policy to ensure that the significant volume of infrastructure development planned for the country does not bypass women's voices and interests. This will be part of a future review of the EIA legislation in Tuvalu.

GESI mainstreaming

Women in Environmental Leadership is one of the core indicators under the Environmental Governance thematic area in the 2025 updated Regional Environmental Indicators Guidebook. This indicator also constitutes a major reporting section of the upcoming regional State of Environment and Conservation (SOEC) report, providing an important platform to highlight, measure and recognise the contribution of women to environmental decision making and leadership at national and regional levels.

Every **SPREP-delivered EIA/ESIA training now includes a dedicated module on Gender Equity and Social Inclusion (GESI) within the ESIA process**, explaining why a GESI lens is essential when planning, screening and assessing development projects. The 2025 Tuvalu EIA training is a strong example: GESI mainstreaming was treated as a substantive technical session, not a token reference. In Tuvalu, SPREP deliberately invited the Executive Director of the Tuvalu National Council of Women (TNCW) and representatives of Fugalifou – a national NGO/CSO focused on strengthening women's inclusion in development. This is reflected in the participation data: of 23 participants, 9 (39%) were women and 14 (61%) were men, with women's voices structured into facilitation and group work rather than left to self-select. The spotlight on TNCW Executive Director Ms. Lilian Tine – “Magnifying Pacific Women Voices in Environmental and Social Impact Assessments” – captures this shift directly from a women's leadership perspective.

GESI impacts are captured in our post-workshop reporting, rather than reporting only headcounts. The application of the principles for human rights, gender equality and child safeguarding is being applied as integral part of SPREP's Environment and Social Safeguard Management System, including screening of new projects.

SPREP and partners have **co-developed modules and materials specifically on preventing gender-based violence, sexual exploitation, abuse and harassment in infrastructure projects ([link](#))**. The Pacific Network for Environmental Assessment (PNEA) portal shows similar parity outcomes: approximately **44% of regularly participating members in seminars and webinars are women exceeding the current target of 35%**.

I. Overall Performance by Organisational Goals (2024-2025)

The organisational goals outlined in the Strategic Plan 2017-2026 require the Secretariat to strengthen and realign its institutional capacities, competencies, processes, 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.

It is expected that by 2026, SPREP should have adapted, responded, and developed to ensure the trust and confidence of our members, partners, and stakeholders within the organisational strategic priorities through:

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, behavioural, and environmental change.
Organisational Goal 2	SPREP has multi-disciplinary processes in programme delivery and in supporting Members to develop national and regional policies and strategies.
Organisational Goal 3	SPREP has a reliable and sustainable funding base to achieve environmental outcomes for the benefit of the Pacific islands region and manages its programmes and operations to stay within its agreed budget.
Organisational Goal 4	SPREP is leading and engaged in productive partnerships and collaboration.
Organisational Goal 5	SPREP has access to a pool of people with the attitudes, knowledge, and skills to enable it to deliver on its shared regional vision.

For this year's PIP4 (2024-2025) report on the strategic outcome achievements across the Organisational Goals, a total of 53 outcome indicators is used to calibrate assessing performance for each of the five organisational goals. Performance assessment is based on the number of targets Achieved, and Ongoing in Figure 3. Notes on the Ongoing Indicators are highlighted in each Organisational Goal.

FIGURE 3: Overall Performance of Organisational Goals PIP4 (2024-2025)



ORGANISATIONAL GOAL 1: SPREP has information, and communication systems that get the right information to the right people at the right time and influence positive organisational, behavioural, and environmental change

Total outcome targets	Achieved	Ongoing
15	9	6
100%	60%	40%

Overall, for Organisational Goal 1, of the 15 targets, nine (9) were Achieved, and six (6) Ongoing.

Notes for Ongoing indicators:

Ongoing Outcomes	Description	Adaptive action plan
Sharing and using of knowledge through reliable system for effective collection, storage and access to critical information (OG1.1)	Due to unexpected malfunction of digitisation machine, some progress on digitisation and cataloguing have been delayed.	While the machine has been fixed, to counter the delays caused, one-hour weekly cataloguing sessions have been introduced. In addition, the team is exploring opportunities to secure support through interns, volunteers, or project funding for temporary support.
Improving quality and interoperability of information and communications technology (OG1.2) Influencing positive behaviour change within SPREP and stakeholders through persuasive, purposeful, and integrated communication (OG1.3)	While some indicators are marked as ongoing, these are considered ongoing work in order to maintain consistent operations related to IT and Communications.	As part of maintenance, updating of policies and training are ongoing due to emerging technology and new security risks.

Key Achievements

- **Launched the Anamua Collection of more than 600 digitised rare and historically significant audiovisual resources**, with funding support from the Pacific Climate change Centre (PCCC) and improvement of ICT infrastructure and doubling of internet speed which enhances remote access to this valuable Pacific legacy knowledge. **Virtual Library access increase 881% from 42,000 active users in 2024 to over 412,000 active users in 2025**, following national and regional engagements with regional academic institutions, for the first time, government agencies, state-owned enterprises, and private sector organisations through SPREP Open Day, as well as providing a training on knowledge-sharing for Tuvalu librarians and organisations such as Samoa Conservation Society and Live & Learn.
- **Significant regional ICT developments achieved** including the development of Tonga Weather App, installation of Traditional Knowledge database and launch of websites for National Meteorological Offices.
- Amplified visibility of Pacific knowledge and experience at regional and global events. At COP30, for instance, it organised the **Moana Blue Pacific Pavilion and developed key media and communication campaigns, encompassing 68 events with 20 of which being high-level events**, with support from New Zealand. 373 panellists and delegates (182 of whom being women) from Pacific Islands region were represented at the event. Reaching over one million audience through social media channels, 50 contents were developed and disseminated, with 44 of which focused on negotiations.
- **Strengthened regional capacity on communications and media through media workshop on Loss and Damage and the first Youth Loss and Damage Dialogue**. One of the significant outcomes from this youth dialogue was the Apia Declaration which has led to the development of an advisory board holding several members of this youth dialogue to guide development of a Loss and Damage engagement. toolkit.

Most Significant Change Story 5:

Youth-led Apia Declaration through Regional Loss and Damage Dialogue

SPREP, with funding from the Government of New Zealand, organised the 2025 Youth Loss and Damage Dialogue, which resulted in the Youth-led Apia Declaration. This been achieved through meaningfully engaging Pacific youth as changemakers and mobilising their commitment to the issues directly affecting their lives. This was evident in the Apia Declaration which was formed by the Pacific young people themselves – this was also further amplified in the presentation to key decision makers at the Pacific Climate Change Roundtable.

To ensure youth leadership and avoid youth-washing practices, SPREP co-developed a Pacific Loss and Damage Engagement Tool which was informed through a youth-friendly platform, i.e. Young Professionals Loss and Damage Network. The formation of an advisory group helped steer the process and made sure that the views and needs of our Pacific Young people are systematically built into the governance structure. SPREP aims to organise the second Young Peoples Pacific Loss and Damage Dialogue. This will help to further drive ownership and understanding of Loss and Damage itself across our Pacific islands.

GESI mainstreaming

Increased visibility and usage of GEDSI resources in the virtual library following the Thursday in Black campaign by the GEIM group with direct links and quotes to the resources for great visibility and promotion of the resources internally. Many of these GESI resources were also used to inform the upcoming Invasive Species toolkit which is being developed by the BCP Programme.

Initiatives such as **developing an e-learning platform for SPREP training e-courses promotes equity and inclusivity by providing free, self-paced online training modules that can be accessed from anywhere or any Pacific Island country**. Topics on Waste management, project management, financing, ICT are provided as open learning courses, the platform removes travel and scheduling barriers that often limit the participation of women, persons with disabilities, and practitioners in remote communities, and ensures that they receive the same quality of capacity building as those able to attend in-person workshops.

Ensured gender equality in the Pacific voices amplified in communications products and events. For Moana Blue Pacific Pavilion, **gender equality was ensured across all panels and side events**. There were points that this might have not been possible, especially when featuring high-level Pacific voices. The representatives nominated were often male more than female; in those cases, diverse voices were intentionally featured. The social media tiles developed are also distributed evenly amongst male and female.

ORGANISATIONAL GOAL 2: SPREP has multi-disciplinary processes in programme delivery, regional policies, and strategies

Total outcome targets	Achieved	Ongoing
12	8	4
100%	67%	33%

Overall, for Organisational Goal 2, of the 12 targets, eight (8) were Achieved, and four (4) Ongoing.

Notes for key Ongoing indicators:

Ongoing Outcomes	Description	Adaptive action plan
Development and signing of the CTSPFs (OG 2.1)	This process is dependent on the capacity and readiness of Members to engage with the CTSPF process, and it must be balanced against the large number of responsibilities held by SPREP National Focal Points.	Going forward, the CTSPF process could be simplified to focus more on: (i) high-level discussions and relationship-building; (ii) raising awareness of and familiarity with SPREP's portfolio of nationally relevant projects and activities; and (iii) identifying a small and focused number of strategic national priorities that can be jointly addressed.
Enhancing the role of SPREP as the Regional Implementing Entity (RIE) for climate change funding mechanisms (OG 2.2)	While progress has been achieved significantly, SPREP continues to strengthen policy compliance to accreditation standards.	Continue to inform partners and funders on the status of policies and compliance to donors' requirements, including Green Climate Fund (GCF) and Adaptation Fund (AF).

Key Achievements

- To promote national and regional alignment, SPREP continues to work with its members to co-develop the Country and Territory Strategic Partnership Framework (CTSPF), which serves as a high-level collaboration framework between SPREP and individual Pacific Island Countries and Territories (PICTs). With four CTSPFs signed and five drafts developed to date, the Secretariat conducted **CTSPF review missions to Palau and Nauru** in 2025 to facilitate a series of multi-disciplinary consultations across different sectors including environment, climate change, disaster management, waste and pollution, and fisheries. Taking stock of existing on-ground projects and programmes, the review missions co-identified new national environment and climate priorities which **will inform the development of the new SPREP Strategic Plan 2027-2036**.
- Significant progress achieved in mainstreaming GESI across its portfolio this year. In late 2025, SPREP's **GESI Policy was endorsed** by leadership after extensive consultations and revisions to meet international best practice and reflect the priorities identified by staff and stakeholders. The policy requires SPREP staff to integrate gender equality and social inclusion principles and support the empowerment of women and girls in SPREP programmes and projects for Members. In parallel the Gender Equity, Inclusion, and Mainstreaming (GEIM) Group membership expanded, and GEIM actively supported several gender equality awareness events across all SPREP offices.
- SPREP actively participated in regional and international processes **coordinating the implementation of the revitalised Pacific Leaders Gender Equality Declaration (PLGED) and the Pacific Platform for Action and Women's Human Rights (PPA)** as well as regional technical and coordination groups. For example, GESI week is annually convened by SPREP and this platform was used to increase the knowledge of government gender focal points, Organisations with Persons with Disabilities (OPDs) and CSOs about the work of SPREP supporting implementation of Multilateral Environmental Agreements (MEAs) including UNFCCC and the Paris Agreement and Convention of Biological Diversity (CBD). At the global level, SPREP provided inputs to the **reviews of GESI related policies and plans of partners including GCF and AF**.
- SPREP continues to strengthen its governance, especially with regards to accreditation and its roles as Regional Implementation Entity (RIE) for climate finance. In 2025, it has established **institutional process for projects to undergo due diligence** (such as executive approval, Environmental and Social Screening (ESS), etc.) prior to funding and implementation. This has been complemented with policy strengthening and development of a guide to better comply with accreditation and international best practices. **For the first time, the Monitoring, Evaluation, and Learning (MEL) policy has been endorsed** in 2025 to enhance evidence-making and learning efforts. In parallel organisational governance and assurance capability was strengthened through further **formalisation of the enterprise risk management and compliance function**, previously coordinated within broader MEL advisory responsibilities, supporting greater focus on enterprise risk governance, reporting and organisational oversight.
- In response to increasing demands and complexity of its programming, SPREP strengthened its **dedicated Project Coordination Unit (PCU)** in charge of enhancing SPREP's role of Regional Implementing Entity and **providing high level support for PICTs to access climate finance** with support from the broader capabilities of the Strategic Planning, Partnerships, and Resource Mobilisation Department (SPPRD). Its journey and success are captured in the MSC Story below:

Most Significant Change Story 6:

Unlocking Climate Finance for Pacific Communities: The Role of SPREP's Project Coordination Unit (PCU):

The PCU was established in 2017 to manage and coordinate **SPREP's role as a Regional Implementing Entity (RIE) for the Adaptation Fund (AF) and the Green Climate Fund (GCF)**. PCU now tracks and oversees a portfolio of **58 projects valued at USD 157 million and delivers a strong 1:16 return on investment**. It plays a critical role in supporting accreditation maintenance and, importantly, in **enabling Pacific Members to access and effectively manage climate finance** to address their environmental and climate priorities.

The unit maintains high operational performance, consistently expending around 75% of its budget annually. In recognition of its impact, the *PCU was designated a Centre of Excellence within SPREP in 2025*, serving as a specialised hub that drives high performance, innovation, and best practices. A notable example of its support to Members is its **assistance to Vanuatu in accessing and managing GCF funding through the USD 18 million VanKIRAP project**. Designed to address Vanuatu's climate priorities, VanKIRAP became the first GCF-funded project in the Pacific to successfully complete the full project cycle.

Gender mainstreaming

With the emphasis on integrated programme approaches and the 'one SPREP' engagement and support for GESI, **GESI perspectives are integrated (i.e. gender mainstreaming) across SPREP's MEL and strategic planning** processes as well as promoting safeguards within SPREP's EMSM and project appraisal review processes including targeted assistance and support to SPREP projects such as PRISMSS, POLP, VanKIRAP and Pacific BioScapes.

SPREP projects typically develop a GESI strategy or action plan during design or the inception phase; and usually budgets do not include a dedicated team member to oversee implementation; risking a disconnect between what is intended and what is achieved by project teams. This challenge arose in both VanKIRAP in Vanuatu and Pacific BioScapes in Solomon Islands. Both project teams had very practical concerns about "how do we do GESI and engage with persons with disability (PWDs) in our work". The solutions were slightly different; emphasising the need to have better understanding of how to reach women, young people and people with disabilities as well as practical and 'hands on' tools to integrate GESI in their deliverables.

The VanKIRAP developed gender specific guidance note and checklists for their activities with community climate centres, students and broader public events. The BioScapes workshop included government stakeholders and other SPREP project teams where **they learned how to better plan for and work with people with disabilities in communities including safeguards and key design requirements for accessibility and inclusion in the design of public buildings**. This was led by the Disability Women's Empowerment Association (DWEA) who shared lived experiences and practical solutions. Participants **identified the gaps and challenges in their Free, Prior and Informed Consent (FPIC) processes and learned how to apply FPIC procedures inclusive of all community members**.

ORGANISATIONAL GOAL 3: SPREP has a reliable and sustainable funding base to achieve environmental outcomes for the benefit of the Pacific islands region and manages its programmes and operations to stay within its agreed budget

Total outcome targets	Achieved	Ongoing
8	8	0
100%	100%	0%

Overall, for Organisational Goal 3, of the 8 targets, all (8) were Achieved.

Notes for Ongoing indicators:

While performance in terms of specific indicators overall under OG 3 has been strong in the past year, several challenges require continued attention to safeguard long-term financial sustainability:

While the Secretariat's approved Programme Management fee (PMF) is set at a fixed rate of 15% effective from 2025, there is an ongoing **need to ensure that all new project proposals and funding negotiations proactively address any shortfall through appropriate cost recovery arrangements** to bridge this gap due to different arrangements with funders. Early identification and agreement of these costs are critical to ensuring that projects are adequately resourced.

While project funding continues to provide significant resources for Programme delivery, **opportunities for unrestricted Core funding remain limited and increasingly competitive**. This places continued pressure on the Secretariat to identify innovative funding opportunities, strengthen cost recovery mechanisms, and maintain prudent financial management practices.

Key Achievements

- A significant achievement under Organisational Goal 3 has been the Secretariat's **successful strengthening of its financial sustainability and reserves position over the Strategic Plan 2017-2026 period**. At the end of 2016, SPREP faced a challenging financial and liquidity position, with reserves recording a negative balance of approximately USD 0.5 million. To address this, the Secretariat implemented a series of financial sustainability measures, including strengthened financial policies, enhanced cost recovery mechanisms, negotiation of programme management charges, improved management of foreign exchange exposure, and tighter control of Core operational costs while improving Programme Delivery within expected implementation targets.
- These collective efforts, supported by all Programmes and teams across the organisation, have resulted in substantial turnaround of SPREP's financial position in the last 9 years. But the change was not one achieved overnight, instead **the result of collective efforts each year over the past 9 years. Reserves have thus steadily improved from a negative balance in 2016 to exceed USD\$5 mil by the end of 2025**, significantly strengthening organisational resilience and liquidity. A key contributor to this achievement has been the Secretariat's focus on maintaining sound financial performance. The pathway to this outcome is documented in the MSC Story 7 below.
- The Secretariat's strong financial performance in 2025 was **made possible through the continued support of its Core funding partners, Australia and New Zealand**, whose contributions remain critical to maintaining organisational stability and delivery capacity. **Particular recognition is also given to the UK government's one-off Core funding support**, which provided a significant buffer to the Secretariat's 2024 and 2025 budgets by helping address previously unfunded budget gaps. This support enabled the Secretariat to meet key operational and resourcing commitments while contributing to the strong year-end financial position achieved last year.

GEDSI mainstreaming

In administering OG 3 outcomes and approaches, gender equity and mainstreaming were integrated into key Finance functions, particularly its Procurement and Recruitment processes. A significant achievement was the **integration of GESI principles into the Procurement Policy and Manual 2025**. The revised framework **requires suppliers and partners to demonstrate commitment to gender equality and inclusive business practices as part of procurement processes**. This has strengthened accountability mechanisms and increased awareness among vendors and implementing partners of the organisation's expectations regarding inclusive practices. As a result, procurement processes now place greater emphasis on social value and equitable participation alongside technical and financial considerations.

Most Significant Change Story 7:

Building Financial Resilience to Sustain Support for Pacific Island Members

At the beginning of the 2017–2026 Strategic Plan period, SPREP faced a challenging financial position, with its reserves recording a negative balance of approximately USD\$0.5 mil. This limited the Secretariat's ability to absorb financial shocks, respond to emerging priorities, and invest in long-term organisational development. Over the past nine years, SPREP implemented a series of financial sustainability measures, including strengthened financial policies, improved cost recovery mechanisms, enhanced management of foreign exchange risks, and tighter control of operational costs as well as improved Programme implementation. Supported by all Programmes and teams across the organisation, these efforts gradually transformed SPREP's financial position over the past nine years, with reserves exceeding USD\$5 mil by the end of 2025.

The achievement reflects a collective organisational commitment to prudent financial management, supported by the continued partnership and support from Australia and New Zealand as its Core funding partners, as well as targeted support from the UK government last year. As noted by the SPREP Audit Committee in the last Annual report for 2024, *"This positive trajectory reflects the Secretariat's prudent financial stewardship, the growing trust and confidence of Members and development partners, and the collective commitment of the Secretariat's leadership and staff."* The strengthened reserves position signifies more than improved financial results. It provides a stronger foundation for SPREP to continue delivering regional environmental priorities and supporting Pacific Island countries through future periods of financial uncertainty and change. This is a symbol of the Secretariat's resilience and underscores the need to remain prudent in order to maintain and strengthen financial sustainability over time.

ORGANISATIONAL GOAL 4: SPREP is leading and engaged in productive partnerships and collaborations

Total outcome targets	Achieved	Ongoing
6	3	3
100%	50%	50%

Overall, for Organisational Goal 4, of the 6 targets, three (3) was Achieved, and three (3) Ongoing.

Notes for Ongoing indicators:

Ongoing Outcomes	Description	Adaptive action plan
Partnership Engagement and Resource Mobilisation Strategy and monitoring of the existing partnerships (OG 4.1)	While the number of new partnerships is overachieved, the SPREP Partnership Engagement and Resource Mobilisation Strategy (PERMS) is under finalisation, with internal programme and external partner consultations carried out; partnerships mapping and analysis finalised, with research and outputs presented to PRRG for clearance.	PERMS is expected to be implemented in 2026. As part of its implementation plan, monitoring of the current partnership portfolio will follow in order to assess added values and outcome of partnerships for further improve the strategy.
Maintaining and reinforcing standard safeguards across supplier agreements and related engagements (OG 4.2)	Completed revision of standard contract templates and clauses is in progress to strengthen legal protections and improve consistency across agreements, particularly on safeguarding privileges and immunity. However, monitoring approach is underway.	Applying more structured contract monitoring approach will be applied to help ensure that key safeguards on insurance, indemnity, intellectual property, termination etc; are consistently reflected in agreements and followed through in practice.

Key Achievements

- Successfully concluded 12 strategic and institutional partnerships (highly exceeding the target of 4 partnerships) with the Bureau of Meteorology Australia (BOM), Earth Sciences New Zealand, Forum Fisheries Agency (FFA), GSMA, KMI, Pacific Communities University, PCRIC, Pacific Disability Forum (PDF), PGRSC, SOFF, UNDP, and the University of Auckland. Several key partnerships with BOM, Earth Sciences NZ, KMI, GSMA, PCRIC, SOFF all support the roll out of Early Warnings for All including **leveraging opportunities for innovative finance by positioning risk information through Climate Science and Information Services**. Moreover, the UNDP and FFA partnerships signal opportunity to jointly programme with UN agencies and other CROP to **improve efficiency in supporting countries' access to climate and environment finance and minimise duplication of investment efforts** considering the changes in the global funding landscape. Apart from advancing the regional goals and programmes, these partnerships present the opportunity for SPREP to better **integrate Disability Inclusion across SPREP programme** areas of work.
- With the support from New Zealand MFAT Climate Change project and from DFAT Australia through the SPLICE programme, SPREP convened the **second SPREP partnership dialogue and thematic partnership dialogues including the Pacific Climate Change Roundtable**. This provided an important face-to-face opportunity to strengthen mutual understanding and collaborate on priorities across SPREP. Key outcomes of partner engagement through these forums included elevation of data and scientific evidence to ground SPREP's work in climate and environment; the need for continued efforts to integrate GEDSI and social inclusion and linking traditional knowledge. Outcomes report for the second partnership dialogue is available in this [link](#).

Most Significant Change Story 8:**Investing in Research and Traditional Knowledge through Partnership with University**

The partnership between SPREP and University of Newcastle represents sustainable investment in Pacific human capacity and applied environmental management practices. Through the provision of 10 PhD grants, Pacific professionals are now directly contributing to regional programmes, particularly through SPREP's Biodiversity and Conservation; and Waste Management and Pollution programmes. This is demonstrated by individuals like Mr William Young, whose role at SPREP as the Gender and Traditional Specialist reflects how advanced research and culturally grounded approaches are being integrated into policy and programme delivery. This opportunity has allowed him to apply his research on invasive species and culturally grounded Talanoa approaches to policy and programme development.

The research on microplastics and oil bioremediation with focus on traditional method like oil pumping, for instance, has increased understanding of key environmental challenges while introducing more practical and cost-effective solutions suited to Pacific contexts. More broadly, the partnership with University of Newcastle has strengthened networks of Pacific researchers and practitioners. This leads to better recognition of Pacific traditional knowledge and culturally informed solutions to waste and pollution issues.

GESI mainstreaming

GESI review was incorporated into the templates for Partnership Proposals and took effect in 2025. However, there was no clear guidance on how to implement the GESI review of partnerships, with fallback to a checklist option of determining whether a partner had existing GESI policy. A key activity scheduled for 2026 would be to review and develop clear guidance for PRRG and the partnerships team; on reviewing GESI elements of partnership proposals.

At the institutional and partnership level, SPREP is actively contributing to disability-inclusive policy and planning processes, including its role as a partner and stakeholder in the review of the Pacific Disability Forum (PDF) Strategic Plan. This demonstrates stronger alignment between environmental programmes and disability-inclusive development priorities, particularly in disaster risk reduction (DRR/DRM), climate change, and sustainable environmental management. In addition, new cross-sectoral interventions are emerging, such as the planned project (initiated in late 2025) under the Pacific Ocean Litter Project (POLP), which focuses on reusable menstrual pads for women and girls with disabilities in three Pacific Island Countries (PICs). Engaging PDF and Organisations of Persons with Disabilities (OPDs) has strengthened the quality, relevance, and reach of SPREP's programmes, ensuring that interventions are informed by lived experience. **Initiatives such as the reusable menstrual pads project demonstrate a holistic and inclusive approach to waste management, linking pollution reduction with dignity, health, and accessibility.** This expands the scope of waste management beyond technical solutions to include social equity and human-centred 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 shared regional vision

Total outcome targets	Achieved	Ongoing
12	6	6
100%	50%	50%

Overall, for Organisational Goal 5, of the 12 targets, six (6) were Achieved, and six (6) Ongoing

Notes for Ongoing indicators:

Ongoing Outcomes	Description	Adaptive management
Renumeration review and leadership programmes. (OG 5.1)	Implementation of recommendations from Remuneration review will be subject to funding availability and affordability.	Ongoing support from the Members Working Group is sought including guidance from the Executive Team.
Occupational Health and Safety (OG 5.2)	Occupational Health and Safety (OHS) is ongoing, with organisational policy being developed.	Development of OHS policy and enhancement of OHS in facilities to continue.

Key Achievements

- The Organisational Goal 5 adapted and improved the recruitment lead time through recruitment reform and centralisation of recruitment. **By re-centralising the process, HR saw significant improvements to the recruitment timelines within three to six months.** This strengthened SPREP's ability to mobilise talent quickly and support timely programme and project delivery. This included the successful completion of six Senior Leadership Team recruitment processes, core and project roles, encompassing reappointments, internal career progressions and onboarding across the thematic and governance areas.
- Onboarding of 42% of staff in 2025 enabled the delivery of both ongoing and newly established projects, strengthening the organisation's operational capacity in line with Programme / Department growth. **An 81% staff retention rate exceeded the target, ensuring continuity of institutional knowledge** and supporting sustained programme delivery during continued organisational growth. Targeted investments in OHS systems, extensive capital upgrades and staff wellbeing, including improved medical coverage and health initiatives, strengthened workplace safety which contributed to a more resilient and inclusive working environment across all office locations (see MSC Story 9).

Most Significant Change Story 9:

People First: Safer, More Inclusive Work Environment at SPREP

SPREP undertook major upgrades and improvements to its facilities which strengthened the workplace culture and operational environment by making the Secretariat's headquarters safer, more accessible and inclusive for staff, visitors and partners. These major upgrades and improvements were supported through core funding from the United Kingdom contributing to the implementation of SPREP's People Strategy and addressing practical workplace risks and accessibility needs while supporting Occupational Health and Safety (OHS), mobility inclusion, gender responsiveness, staff wellbeing, and more secure access across the workplace. This included various works such as the conversion of the garage into the new Administration Office, reception enhancements, full renovation of the SPREP Fale, upgrade of the carpark and drainage, installation of emergency access ramps, dedicated mobility carport and bathroom, and enhanced security access across all buildings.

As a result, staff, visitors, and partners now benefit from safer access routes, improved shared spaces, better maintained buildings and more inclusive facilities. The accessibility and emergency ramps, mobility-accessible carport and bathroom, upgraded reception and improved building areas helped ensure that the physical environment better supports different staff needs and promotes equitable participation. The renovation of the SPREP Fale further supported organisation culture by improving key communal and institutional space for future gatherings, collaboration and engagement. This case demonstrates how investment in facilities can directly contribute to staff wellbeing, OHS, inclusion and organisational performance; while reinforcing SPREP's commitment to a safe, accessible and people-centred workplace.

GESI mainstreaming

GEDSI mainstreaming continued to be integrated through key institutional frameworks under the People Strategy, this included the review and **development of the following policies: Workforce Plan, Protection from Sexual Exploitation, Abuse and Harassment, Child Safeguarding and Occupational Health, Safety, Security, Environment and Wellbeing**. These initiatives strengthen the organisation's safeguards and contribute to a more inclusive and accountable work environment.

GEDSI considerations and initiatives have been incorporated in all capital improvements, facility and systems upgrades including dedicated mobility parking and bathrooms with ongoing support provided. Moving forward, stronger emphasis will be placed on embedding GEDSI principles into workforce planning, institutional systems (including IEMS) performance monitoring and dashboards to drive more consistent and measurable outcomes.

II. Cross-cutting Themes at Organisation-Wide Level

a. Overall Highlights

In 2025, SPREP has made significant progress towards its four Regional Goals (RG) set out in the SPREP Strategic Plan 2017–2026. These Regional Goals represent four strategic priority areas - RG 1: Climate Change Resilience, RG 2: Ecosystem and Biodiversity Protection, RG 3: Waste Management and Pollution Control, and RG 4: Environmental Governance respectively. Collective achievements can be summarised in these cross-cutting pathways:

- Addressing national environmental priorities through direct support to Pacific Island Countries and Territories (PICTs):** SPREP provided a range of support to PICTs to develop action plans and instruments, to enhance their capacity and practices, and to access finance and other resources needed to address their national priorities. Examples of these supports include Regional Goal 1's supporting nine Pacific meteorologist and technicians to receive internationally recognised WMO qualifications. MSC Story 1 highlights SPREP's support to install Tonga's first weather radar expanding its early warning capability. Regional Goal 2's development of National Invasive Species Strategies in Marshall Islands and Tuvalu and review of Action Plans in Niue and Tonga, as well as supporting on-ground invasive species management across 17 PICTs. Regional Goal 3, for instance, established first-ever recycling infrastructure facilities in outer islands of Cook Islands and Tuvalu and completed asbestos removals in Kiribati, Nauru, and Tonga, protecting over 500 people from hazardous waste. The MSC Story 3 zoomed in on the case of Nauru. MSC Story 6 under Organisational Goal 2 highlighted SPREP's longstanding support for PICTs to access and manage Climate Finance.
- Amplifying Pacific voices in regional and international processes:** Regional Goal 3 engaged 20 PICTs in the INC process for the Global Plastics Treaty, influencing the drafting of the Treaty text and raising recognition of SIDS special circumstances. Organisational Goal 1 amplified visibility of Pacific knowledge and experience at regional and global events at COP30 where it organised the Moana Blue Pacific Pavilion and developed key media and communication campaigns, encompassing 68 events with 20 of which being high-level events.
- Regional environmental governance:** Regional Goal 4 collaborated with different Regional Goal teams and PICTs in strengthening implementation, enforcement, monitoring and reporting of policy framework and environment governance standards. Particularly, it supported Tonga to review and close the gaps on their Environment Impact Assessment (EIA), Tuvalu to develop the first Terrestrial Aggregate Minding Guidelines, and Niue to strengthen cross-ministerial

coordination on Environmental and Social Management System (ESMS). Regional Goal 4 also continued to raise the visibility of the Noumea Convention, focusing on the Protection of Natural Resources and Environment of the South Pacific Region, through development of the work plan and budget plan, while welcoming Tuvalu and Vanuatu as new Parties to the Convention.

- **GESI mainstreaming and integration of Traditional Knowledge:** Regional Goal 1 established traditional knowledge-integrated climate science programme in five countries as well as connecting early warning programme to 71 disability organisations across 22 PICTs. Regional Goal 3 took several deliberate actions to increase women's engagement and achieved 47% of women participation across its overall trainings, exceeding the waste industry's typical average of below 20% and SPREP's current target of 35%. The MSC Story 4 under Regional Goal 4 highlighted the process and outcome of engendering governance in an infrastructure and social livelihoods initiative in Tuvalu. Regional Goal 4 team also supported Tuvalu on the integration of Traditional Knowledge (TK) data management into climate related planning. Regional Goal 2's MSC Story 2 zoomed in on the process of integrating GEDSI and Traditional Knowledge framework in the early stages of invasive species management, providing insights on gender, age, disability, and culture differentials in the communities. While MSC Story 7 highlights how SPREP's partnership with university advanced expertise on environmental research and traditional knowledge among Pacific practitioners. Lastly, Organisational Goal 1 strengthened regional capacity on communications and media through the first Youth Loss and Damage Dialogue, resulting in the Youth-Led Apia Declaration (see MSC Story 5).

Instrumental to the advancement of these Regional Goals are SPREP's continued actions to enhance its governance and operations across its five Organisational Goals. In 2025, many organisational policies have been endorsed and implemented namely GESI policy and MEL policy. Integration of GESI principles in core function and policy such as Procurement Policy and Occupational Health and Safety also led to more inclusive organisational processes and cultures (see MSC Story 9). In parallel, digital transformation has progressed significantly with the launch of the phase-1 Integrated Enterprise Management System (IEMS) planned in 2026, digitalising finance and human resources functionalities. Against the backdrop of these new developments, SPREP continues strengthening its capability of risk management and formalised the enterprise risk management and compliance functions.

These key changes at SPREP lay an important foundation for a shift towards more integrated and adaptive approaches, as SPREP is taking stock of lessons learned in the final years of the current cycle of the Strategic Plan and developing the next one for 2027-2036. SPREP continues to strengthen its financial sustainability and control mechanisms with support from Australia, New Zealand, and the United Kingdom, while aiming to increase its funding diversification considering the global shift in funding landscape (see MSC Story 7). To this end, SPREP developed partnership priorities directly informing the next strategic planning cycle, moving partnership practice toward more coordinated, programmatic engagement.

b. Technology & Innovations

These innovations demonstrate SPREP's efforts in improving services and impacts through practical, scalable, and context-appropriate solutions:

- Introduction of **mobile, cyclone-secure recycling depots in remote islands**, marking the first formal waste infrastructure in many outer island contexts (Cook Islands and Tuvalu). These innovations emphasise accessibility and sustainability, ensuring solutions can function effectively in resource-constrained and geographically isolated settings.

- Establishment of **accredited Waste-to-Energy qualifications** and the development of national asbestos management codes represent a shift from ad hoc training to structured, long-term capacity building. This shift prevents costly downtime of waste management infrastructures.
- Piloting and testing of **innovative bait station technology enhances predator control efforts**, particularly in ecological restoration areas. In addition, using humour and quiz-style contents in communications about invasive species proved to be highly engaging to audiences.
- Development of a **digital environmental auditing checklist** from the SPREP environmental auditing guidelines. Countries can now easily customise the checklist to reflect their specific national laws, local environmental risks, unique institutional arrangements, and focused sector priorities. The Cook Islands, for example, spearheaded by the National Environment Service (NES), has rolled out an online CITES application and launched an Environmental Compliance Dashboard: <https://ee.kobotoolbox.org/x/hrTk4z9I>.
- The Emma Luke Earth Observation Centre (ELEOC) establishes an important **model for regional data coordination, addressing geospatial data gaps, data accessibility and infrastructure costs across the region**. This is built to scale outward by building geospatial skills for countries, while integrating its predictive modelling into conservation planning, disaster preparedness, food security, and climate services.
- **GIS software and mapping on the exact “hotspot” corridors where shark migrations intersect with high-intensity fishing**, transforming fragmented data into a colour-coded species risk map over the country EEZ boundary. A 2025 paper in the [Data Science Journal](#) identifies SPREP’s Pacific Environment Portal as an important example of regional data coordination and a strong foundation for future collaborative data networks in Asia Oceania.
- **Digital transformation on key internal processes including approval routing, event management, and partnership proposal review** have improved efficiency and reenforced commitment to environmentally responsible practices. The adoption of Docusign has improved the timeliness and security of document approval processes, while saving costs through a shift away from paper processes. Using QR code for event registration enabled seamless and paperless check-ins, with the introduction of email Vote options for timely reviews and approval of proposals.

c. Strategic linkages, coordination, and integration

SPREP continued to strengthen strategic linkages, coordination and integration across organisational systems, programmes and project delivery. A key area of progress was the ongoing shift from activity- and project-based coordination toward more structured organisational approaches that connect strategic planning, project governance, MEL, safeguards, GEDSI, risk management, partnerships and corporate systems.

Work advanced on strengthening the systems and guidance that support more consistent project design, implementation and oversight. This included **continued refinement of project lifecycle guidance, appraisal processes, pipeline and portfolio oversight, and internal review mechanisms through TWG and PRMG processes**. The update and revision of SPREP’s Project Lifecycle Policy document also commenced in 2025, to develop it into a more practical project management policy, procedures and guidance framework for staff.

These efforts support clearer alignment between project concepts, Member priorities, donor requirements, SPREP's Strategic Plan, and organisational accountability requirements. They also help ensure that cross-cutting considerations such as safeguards, gender and social inclusion, risk, sustainability, monitoring and reporting are considered earlier and more consistently across project design and implementation.

d. Risk management

SPREP continued efforts to strengthen organisational governance, assurance and risk management arrangements. This included ongoing improvements to project governance, environmental and social safeguards, monitoring and reporting processes, and the further formalisation of enterprise risk management and compliance functions. These initiatives provide a stronger foundation for more consistent risk oversight, reporting and decision-making across the Secretariat.

Looking ahead, SPREP will **continue strengthening its enterprise risk management capability through the review and update of its Risk Management Policy and supporting guidance materials, further development of risk reporting and governance arrangements**, and ongoing efforts to embed a more consistent risk management culture and risk-informed decision-making across the secretariat.

Summary of Top-level Risks and Mitigations:

Area of risks	Risks and Mitigations
Operational Risks	<i>Risk:</i> Disasters, extreme weather, and rising costs are important external risks that could disrupt SPREP's delivery and operations. <i>Mitigation:</i> Contingency plans are developed where disaster preparedness and adaptive planning are in place to ensure continuity.
Financial Sustainability Risks	<i>Risk:</i> Changing global aid landscape may affect delivery. <i>Mitigation:</i> Diversification of funding, capacity-building and localisation, as well as shift to pooled/programmatic funding approach.
Knowledge Management and Cybersecurity Risks	<i>Risk:</i> Outdated IT systems at risk of growing cybersecurity threats and downtimes of information and knowledge assets. <i>Mitigation:</i> Prioritisation of key system upgrades, retention of IT high-level capacity, and enhancing system back-up of knowledge assets.
Safeguarding and Partnership Risks	<i>Risk:</i> Complex partnership due diligence processes and limited monitoring could lead to compliance or legal issues, affecting current and future collaborations. <i>Mitigation:</i> Streamlining and tailoring the due diligence processes and introduction of two-way and regular communications and health checks.
Workforce Risks	<i>Risk:</i> onboarding delays due to lengthy external process (i.e. temporary resident permit) can affect organisational talent and capacity for timely delivery. <i>Mitigation:</i> Centralising recruitment planning and applying less resource-intensive retention strategies.

e. Challenges, opportunities, and lessons learned

Financial sustainability and adaptive resourcing: as several major projects near completion, SPREP is facing increasing funding constraints that highlight the need for sustainable financing and long-term strategic partnerships. Mitigation actions that are in place include: ongoing financial monitoring, organisational restructuring and resource alignment where necessary. SPREP is actively pursuing diversified and more flexible funding streams, including increased unrestricted donor contributions for core functions, while strategically prioritising resources to safeguard essential operations and commitments.

Strengthening Indicator Framework and Learning for GESI, Partnership Management, and Risk Management in tandem with IEMS: there is a clear need to revise SPREP's Strategic Plan indicator framework to better capture outcomes related to Gender Equality, Disability and Social Inclusion (GEDSI) and broader organisational performance. Currently, some existing indicators do not adequately support meaningful results on GESI mainstreaming, while nominal measures such as the number of partnerships fail to reflect the quality, effectiveness, and strategic value of these relationships. Enhancing learning practices across the organisation, including clearer learning agendas, improved outcome tracking, and systematic impact storytelling, will be essential to ensure that data collected through the revised framework is effectively used to inform decision-making and demonstrate impacts. The transition to the new Strategic Plan and the development and rollout of IEMS in 2026 and 2027 will be a critical moment to reflect on current constraints and build a strengthened MEL framework, partnership management & monitoring, and risk management into the new enterprise system.

Highlights of top-level programmatic challenges, opportunities, and lessons learned:

Sustainability planning through fund pooling, post-project monitoring, enhanced contracting standards: many projects and programmes recognised the need to intentionally plan for sustainability from the beginning, especially handover and maintenance of equipment and infrastructure related to waste management as well as meteorology. This lesson learned has now been embedded in procurement standards for future installations. At the same time, avenues are explored for post-project monitoring of past installations to address costly downtimes and replacements. Programmatic funding approach is also implemented to ensure continuity of key services previously funded on a project-by-project basis, namely, geospatial operation.

Scaling up capacity built and accessibility to capacity building: SPREP continued to adapt and contextualise its capacity-building support and resources to different contexts and needs of Members and Pacific community of practice. This includes development of highly practical guidelines with step-by-step guide and checklist to conducting EIA, and tailoring training sessions to address real-life GIS challenges in the context of Nauru, Cooks Islands, and Tuvalu, along with planned follow-on support sessions to help turn the capacity built into institutional practice. To sustain long-term capacity-building on waste to energy, formal accreditation was developed for Pacific waste practitioners to obtain formal, accredited qualifications in sustainable energy. E-learning platform on waste management, project management, financing, and ICT are also developed and accessible remotely and without costs to practitioners across the Pacific.