

SPREP Strategic Plan 2027 – 2036

*Navigating the triple planetary crisis
for a resilient Pacific environment*

ZERO DRAFT

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1.0 Foreword

[Foreword – Director General and SPREP Chair.]

2.0 Executive Summary

[Table to be formatted as a ‘plan on a page’, summarising the core elements of the Strategic Plan.]

One Va’a, One SPREP

Navigating the triple planetary crisis for a resilient Pacific environment

VISION:

A resilient Pacific environment sustaining our livelihoods and natural heritage in harmony with our cultures.

MANDATED MISSION:

To promote cooperation in the Pacific region and to provide assistance in order to protect and improve its environment and to ensure sustainable development for present and future generations.

VALUES:

Environment • People • Service • Integrity • Respect

COMPARATIVE ADVANTAGES:

- Convenor and coordinator
- Technical adviser and capacity builder
- Data manager and knowledge provider
- Integrator of traditional knowledge and science
- Promoter of gender equality, social inclusion and human rights
- Trusted partner and resource mobiliser

STRATEGIC FOCUS AREAS

Climate Science and Climate Change Resilience

GOAL 1: Pacific people lead safe, secure and prosperous lives through strengthened climate change resilience and disaster preparedness.

Outcomes:

- 1.1 Pacific Island Members effectively engage in the UNFCCC and relevant global and regional climate change processes.
- 1.2 Pacific Island Members effectively address climate change mitigation,

Biodiversity Conservation

GOAL 2: Pacific people sustainably manage and benefit from healthy biodiversity and resilient ecosystems.

Outcomes:

- 2.1 Pacific Island Members effectively engage in the CBD, CITES, CMS and Ramsar and relevant global and regional processes.

Waste Management and Pollution Control

GOAL 3: Pacific people live in a clean and healthy environment, benefitting from pollution control, environmentally-sound and circular waste management, and changed social behavioural practices.

Outcomes:

- 3.1 Pacific Island Members effectively engage in the negotiations for a global plastic pollution treaty and waste and pollution MEAs.

Environmental Governance

GOAL 4: Pacific people and their environment benefit from strong environmental governance for sustainable development.

Outcomes:

- 4.1 Pacific Island Members integrate MEAs implementation to address the Triple Planetary Crisis.

adaptation, security, and loss and damage priorities. 1.3 The multi-hazard and climate change resilience capacity, knowledge, innovation and research of Pacific Island Members is strengthened to support informed decision-making and action. 1.4 Traditional knowledge and climate science informs Pacific Island Members approaches to multi-hazard early warning systems, climate change adaptation, mitigation, and loss and damage. 1.5 Pacific Island Members access climate finance. 1.6 Pacific Island Members through Weather Ready Pacific mobilise resources for sustainable National Meteorological and Hydrological Services and multi-hazard early warning systems.	2.2 Pacific Island Members effectively manage healthy, resilient and productive island and ocean ecosystems. 2.3 Pacific Island Members conserve and protect threatened and endangered species. 2.4 Pacific Island Members manage invasive species for healthy biodiversity and resilient ecosystems. 2.5 Pacific Island Members adopt Nature-based solutions and ecosystem-based approaches for climate resilience and sustainable development.	3.2 Pacific Island Members effectively manage solid and liquid waste. 3.3 Pacific Island Members safely handle, manage and transfer hazardous waste. 3.4 Pacific Island Members reduce, manage and respond to pollution. 3.5 Pacific Island Members adopt integrated management and circular economy approaches for resource recovery and waste minimisation.	4.2 Pacific Island Members use environmental and spatial data for informed planning, reporting and decision-making. 4.3 Pacific Island Members have environmental planning tools and safeguards for ocean governance and sustainable development.
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ENABLERS

GOAL 5: SPREP is an inclusive, innovative and agile organisation delivering meaningful and impactful services for Pacific people.

Outcomes:

People and Culture

5.1 SPREP's leadership and capabilities safeguard and empower a transformative, inclusive and thriving culture.

Governance

5.2 SPREP has robust systems and processes that enable good governance.

Digital Transformation and Innovation

5.3 SPREP has transformative and innovative digital solutions for efficient and effective service delivery.

Knowledge and Communications

5.4 SPREP's knowledge management and communications raise awareness and inspire positive action.

Sustainable Financing

5.5 Members and SPREP have sustainable financing to address climate and environmental priorities.

Partnerships

5.6 SPREP has partnerships that leverage resources and deliver on our strategic priorities and Member needs.

3.0 Our Pacific Region

The Pacific islands region served by SPREP covers 32 million km² and includes approximately 200 high islands and 2,500 low islands and atolls within the largest continuous marine habitat on the planet, the Pacific Ocean. Our region's vast geographic range encompasses a rich network of marine and terrestrial ecosystems, ranging from mountain forests and rivers to volcanic islands, low-lying coral atolls, lagoons, coastal estuaries, and the open ocean. These habitats are home to many plants and animals found nowhere else in the world, and some habitats provide critical pathways for migratory species.

For thousands of years our region's rich natural resources have sustained Pacific people and supported traditional practices and livelihoods. However, the triple planetary crisis is rapidly, profoundly and permanently changing our environment, negatively impacting our natural resources, and threatening our Pacific way of life.

Climate change and associated tropical cyclones, coastal erosion, saltwater intrusion, increased droughts, sea level rise and ocean acidification are affecting Pacific food and water security, livelihoods, health and wellbeing, cultural practices, and in some cases, statehood and sovereignty.

Climate change and other factors including habitat degradation and destruction, increasing urbanisation, invasive species, overharvesting, bycatch, and land and water pollution are threatening terrestrial, coastal and marine ecosystems and their plant and animal species.

Threats to our unique plants and animals, combined with small population sizes and restricted ranges of endemic species, mean the Pacific region has one of the highest species extinction rates globally.

Increasing solid, liquid and hazardous waste generation, and limited safe and secure waste management options across our islands, are resulting in pollution of fragile environments and negative impacts on environmental and human health. Legacy wastes that have built up over decades, including WWII wrecks, nuclear contaminants, asbestos and used oil, are also significant pollution contributors.

The Pacific Ocean, which defines and connects our Pacific Island Members geographically, ecologically, and culturally, is under increasing pressure from the combined impacts of climate change, biodiversity loss and pollution. The triple planetary crisis¹ is negatively impacting our ocean-based livelihoods and the ecosystem services our ocean provides to the entire planet. Current population and health projections for many of our ocean ecosystems and species are grim, with implications for planetary climate stability, biodiversity preservation, food security, and Pacific cultural identities.

Include in infographic form

Our Pacific region is home to:

- more than 75% of all known coral species
- approximately 25% of the world's coral reefs
- 3000 fish species
- extensive areas of mangrove forests and seagrass beds
- over half of the world's known cetaceans
- 189 species of sharks and rays
- significant populations of marine turtles and dugong
- more than 40 species of seabirds.

¹ The triple planetary crisis is a framework adopted by the United Nations to describe the three interconnected, mutually reinforcing threats facing humanity: climate change, biodiversity loss, and pollution.

We recognise the importance of integrated management and governance of our ocean, lagoons and islands to maintain resilience in the face of the triple planetary crisis and to ensure sustainable development for present and future generations. Integrated management and governance mean working across multiple sectors and government; integrating environmental and climate data for holistic decision-making; and ensuring gender-responsive and socially inclusive planning and action. Our regional Conventions, the Noumea Convention and Waigani Convention, provide frameworks for integrated and sustainable protection and management of our Pacific environment.²

While the challenges facing our region are significant and are set to intensify, we know that Pacific people have adapted and thrived over many generations through deep connections with the environment and through a rich heritage of natural resource stewardship, grounded in traditional management practices and knowledge. In the years ahead we will build on this heritage, through the integration of traditional practices and knowledge with science and innovation, to respond effectively to the triple planetary crisis and to safeguard our Pacific region and our island futures.

4.0 *One Va'a, One SPREP* Navigating the Triple Planetary Crisis

For more than a decade we have aspired to be *One Va'a, One SPREP*. Our Strategic Plan 2027–2036 is influenced by this Va'a metaphor, reflecting how we have made the journey: where we have come from and where we are going, as we address the intensifying triple planetary crisis of climate change, biodiversity loss, and pollution.³

The Va'a signifies that we work as one, in collective and collaborative ways, as a strong team of Secretariat, Members, and partners, weaving together various strands of technical expertise and knowledge to jointly navigate and address the triple planetary crisis.

The Va'a links island, lagoon and ocean, and connects us across our Blue Pacific Continent of large ocean states. It is crafted with island resources by an inclusive community, and it demonstrates that we work with nature and are motivated by discovery and innovation, combining traditional knowledge with science to inform our planning, preparedness and implementation.

Looking forward as our Va'a heads towards the next ten years, we recognise that the way ahead is uncertain with intensifying climate, biodiversity and pollution crises; rising geopolitical uncertainty; increasing resource constraints; and extensive technological and social disruption. We need to ensure the Va'a and its occupants continue to be agile and adaptive, foresee and navigate new opportunities and challenges, and respond with creative and transformative solutions to safely undertake the voyage ahead.

² The Noumea Convention entered into force in 1990 as the Convention for the Protection of Natural Resources and Environment of the South Pacific Region (1986). It is the Pacific node of UNEP's Regional Seas Programme, which aims to address the accelerating degradation of the world's oceans and coastal areas through the sustainable management and use of marine and coastal environments.

The Waigani Convention entered into force in 2001 as the Convention to Ban the Importation into Forum Island Countries of Hazardous and Radioactive Wastes and to Control the Transboundary Movement and Management of Hazardous Wastes within the South Pacific Region.

³ The triple planetary crisis is a framework adopted by the United Nations to describe the three interconnected, mutually reinforcing threats facing humanity: climate change, biodiversity loss, and pollution.

The Va'a reminds us to draw courage and inspiration from knowing that we do not voyage alone. Our SPREP Va'a journeys with a flotilla of regional and global partners, guided by our star compass – the 2050 Strategy for the Blue Pacific Continent – voyaging together to achieve a sustainable, resilient and secure future for all Pacific people, for generations to come.

[Insert image that reflects the theme: One Va'a, One SPREP]

5.0 The Pacific Regional Environment Programme

5.1 Who We Are

The Pacific Regional Environment Programme, referred to as SPREP, is the Pacific regional intergovernmental organisation mandated to lead on environmental and climate change issues. We consist of our twenty-six Members and the Secretariat.

SPREP was established by Treaty in 1993⁴ and is an alliance of twenty-one Pacific Island Members and five Metropolitan Members, sharing common elements of culture and history, and strong connections with and stewardship of the Pacific environment.⁵ SPREP's Pacific Island Members have small populations, economies and administrations, but are large ocean states collectively managing more than 10% of the planet's ocean surface. Nine of our Pacific Island Members are designated Small Island States (SIS), with unique circumstances and vulnerabilities.⁶

SPREP has two main organs:

- **SPREP Meeting (and its Executive Board)** – the plenary Members' decision-making body that meets biennially as a full Meeting and as a Board every other year to consult and decide on regional environmental and climate change matters; and
- **Secretariat** – holding responsibility for implementing the decisions of the SPREP Meeting in partnership with Members.

We are the Secretariat for the Noumea and Waigani Conventions, two regional MEAs, and work to support Members' delivery of their national obligations under these Conventions. The Noumea Convention is the Pacific node of UNEP's Regional Seas Conventions and Programme. The Waigani Convention complements and supports regional implementation of the Basel Convention.

SPREP is headquartered in Apia, Samoa, with a sub-regional office in Republic of the Marshall Islands, an office in Fiji, and staff posted in Solomon Islands and Vanuatu. We host the sub-regional offices of our main UN partners, the World Meteorological Organization (WMO) and the UN Environment Programme (UNEP) at our Apia headquarters.

⁴ SPREP Agreement, 1993.

⁵ **Pacific Island Members:** American Samoa, Commonwealth of the Northern Mariana Islands, Cook Islands, Federated States of Micronesia, Fiji, French Polynesia, Guam, Kiribati, Marshall Islands, Nauru, New Caledonia, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu, Wallis and Futuna.

Metropolitan Members: Australia, France, New Zealand, United Kingdom, United States of America.

⁶ **SPREP SIS Members:** Cook Islands, Federated States of Micronesia, Kiribati, Marshall Islands, Nauru, Niue, Palau, Tokelau and Tuvalu.

We are a Member of the Council of Regional Organisations in the Pacific (CROP) and work jointly to achieve the overarching vision set by Pacific Leaders in the 2050 Strategy for the Blue Pacific Continent (2050 Strategy). We lead in the two 2050 Strategy thematic areas of: (i) Climate Change and Disasters, and (ii) Ocean and Environment.

This Strategic Plan guides the work of the Secretariat, delivered in partnership with Members. It reflects our commitment to effectively and collaboratively addressing the triple planetary crisis and it informs our 2050 Strategy delivery.

[Figure 1: Insert map of Member countries and territories and SPREP office locations.]

5.2 Vision and Mission

Our long-term SPREP vision reflects the interconnections between a healthy and thriving environment, and healthy and thriving communities and cultures:

A resilient Pacific environment sustaining our livelihoods and natural heritage in harmony with our cultures.

We have adopted our mandate from the SPREP Agreement as our mission, to remind us to always adhere to the role we were given by our Members at SPREP's establishment:

To promote cooperation in the Pacific region and to provide assistance in order to protect and improve its environment and to ensure sustainable development for present and future generations.

5.3 Values

Journeying and delivering as *One Va'a, One SPREP* we are guided by and grounded in five values:

Environment

We lead by example with actions, innovations and advocacy to care for and protect the Pacific environment. Through our commitment to environmental conservation and sustainability we support resilient livelihoods, communities and cultures for generations to come.

People

We value and support our staff, Members and communities. We welcome diversity and promote awareness and action on gender equality and social inclusion (GESI), and disability. By listening, sharing and working collaboratively we enable all Pacific people to be informed and actively engaged in identifying problems and solutions, and sharing benefits.

Service

We are called to serve and address the environmental and climate change priorities of our Pacific Island Members. We develop evidence-based programmes, disseminate knowledge, learn from and strengthen Pacific expertise, and deliver practical outcomes that benefit our Member governments and Pacific people.

Integrity

We are wise stewards of the resources entrusted to us, remain impartial and apolitical in our interactions, act fairly and equitably, and maintain high standards of ethical conduct.

Respect

We deliver our work through respectful collaboration between the Secretariat, Members and partners. We build and maintain strong relationships, guided by Pacific leadership and diplomacy.

5.4 Comparative Advantages

SPREP has unique responsibilities, strengths and working approaches, refined over more than three decades of service delivery for the Pacific region:

Convenor and coordinator

SPREP convenes and coordinates Pacific Island Members, peer CROP agencies, and technical and financial partners to exchange knowledge and ideas, share data, identify solutions, coordinate actions, increase access to finance and resources, and support implementation of regional priorities and global environmental commitments. Our convening and coordination responsibilities include:

- Secretariat for the Pacific Meteorological Council (PMC), a specialised subsidiary body of the SPREP Meeting, tasked with coordinating programmes and activities to strengthen National Meteorological and Hydrological Services.
- Leading and coordinating technical assistance and negotiations support to Pacific Small Island Developing States for MEAs⁷ including the UNFCCC, CBD, Ramsar Convention, CMS, CITES, BBNJ Agreement, BRS Conventions and Minamata Convention, and for the United Nations Environment Assembly. We also support the Intergovernmental Negotiating Committee (INC) process to develop an international legally binding instrument on plastic pollution.
- Regional roundtables and dialogues, e.g. Pacific Islands Roundtable for Nature Conservation, Pacific Climate Change Roundtable, Cleaner Pacific Roundtable, Sustainable Development Roundtable, SPREP Partnership Dialogue, and Loss and Damage Dialogue.
- Technical centres of excellence, e.g. Pacific Climate Change Centre, Pacific Regional Invasive Species Management Support Service, and Project Coordination Unit.
- Primary host and coordinating partner for the World Meteorological Organization (WMO) Regional Association V (RA V) Pacific Regional Climate Centre Network.
- Regional Technical Centre for the CBD and BRS Conventions respectively.
- Knowledge Management Centre on the Environment.

⁷ MEAs in full: United Nations Framework Convention on Climate Change (UNFCCC), Convention on Biological Diversity (CBD), Convention on Wetlands of International Importance (Ramsar Convention), Convention on the Conservation of Migratory Species of Wild Animals (CMS), Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), Agreement on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction (BBNJ Agreement), Basel, Rotterdam and Stockholm Conventions (BRS Conventions).

Technical Centres of Excellence

Pacific Climate Change Centre – established in 2019, the PCCC is hosted at SPREP and belongs to our Pacific people. It is a Centre of Excellence for a Climate Resilient Pacific through knowledge brokerage, science to services and applied research, capacity building and innovation. Working towards the vision of '*Catalysing Climate Action and Investment in the Pacific*' the PCCC responds to the urgent need to strengthen our Pacific Island Members' capacity to address complex and evolving climate change challenges.

Pacific Regional Invasive Species Management Support Service – established in 2019, PRISMSS is a regional mechanism that provides Pacific Island Members with access to expertise and best practices in invasive species management. The goals are to reduce the ecological and socio-economic impact of invasive species on ecosystems and to protect valued sites. PRISMSS provides technical support across five regional programmes: (i) Protect Our Islands, (ii) Predator Free Pacific, (iii) War On Weeds, (iv) Natural Enemies Natural Solutions, and (v) Resilient Ecosystems Resilient Communities.

Project Coordination Unit – established in 2017, the PCU supports SPREP and Pacific Island Members in the development, coordination and delivery of climate and environmental finance projects, including SPREP's responsibilities as an accredited entity to major climate funds. It provides project-cycle guidance and coordination, supports project governance and oversight, and strengthens project management systems, quality assurance and implementation practice across SPREP.

Technical adviser and capacity builder

We deliver targeted advice, training and capacity building, and prepare technical guidelines for Pacific Island Members to strengthen their environmental and climate legislation, policies, systems and processes. We translate science into plans and policies that inform on-ground actions and practical solutions, and foster Pacific-led innovation.

As a leader of One CROP mechanisms on MEAs, we provide technical backstopping for Pacific Island Members through the full MEAs cycle of negotiation, ratification, implementation, monitoring, reporting, compliance and enforcement. This includes amplifying Pacific voices in critical international fora, including the climate, biodiversity, waste and pollution Conference of the Parties meetings.

Data manager and knowledge provider

We have dedicated portals and interface platforms that collate and securely manage regional repositories of environmental and climate data and information.⁸ This data and information informs national policies, planning, monitoring, reporting and decision-making, and guides Members in MEAs negotiations.

⁸ Our portals and interface platforms include the Pacific Environment Data Portal, Pacific Climate Change Portal, Pacific Meteorological Desk and Partnership, WMO RA V Pacific Regional Climate Centre Network, Pacific Islands Protected Areas Portal, Invasive Species Battler Resource Base, Pacific Network for Environmental Assessment and SPREP Virtual Library Catalogue.

We also conduct training, hold forums and webinars, and prepare briefs and other knowledge products to strengthen environmental planning and management, and climate / weather awareness and preparedness.

Integrator of traditional knowledge and science

Pacific peoples' traditional knowledge and customary management systems are based on deep environmental connections and long-term observations, providing perspectives that can complement and enhance modern science. SPREP supports the integration of traditional knowledge with science to develop innovative and effective solutions for triple planetary crisis challenges.

We apply traditional knowledge alongside science to inform climate change policies and adaptation planning, understand loss and damage, strengthen and increase the relevance of early warning systems, inform biodiversity conservation and ecosystem management, and guide our application of environmental and social safeguards.

Promoter of gender equality, social inclusion (GESI) and human rights

SPREP is committed to promoting gender equity and equality, social inclusion and human rights. This means we identify risks and implement safeguards throughout all stages of the project or programme cycle and in our day-to-day operations. Our proactive approaches and safeguarding culture apply to all SPREP staff, contractors and stakeholders in relation to GESI, disability inclusion, child safeguarding, prevention of sexual exploitation, abuse and harassment and occupational health, safety, security and wellness.

Trusted partner and resource mobiliser

SPREP has extensive national, regional and global networks, and we maintain strong partnerships across all levels built on respect and trust. Our Apia campus hosts the subregional offices of the United Nations Environment Programme and World Meteorological Organization, and staff from Japan International Cooperation Agency and Live and Learn.

We are an Accredited Entity of the Global Environment Facility (GEF), Green Climate Fund (GCF) and the Adaptation Fund (AF).

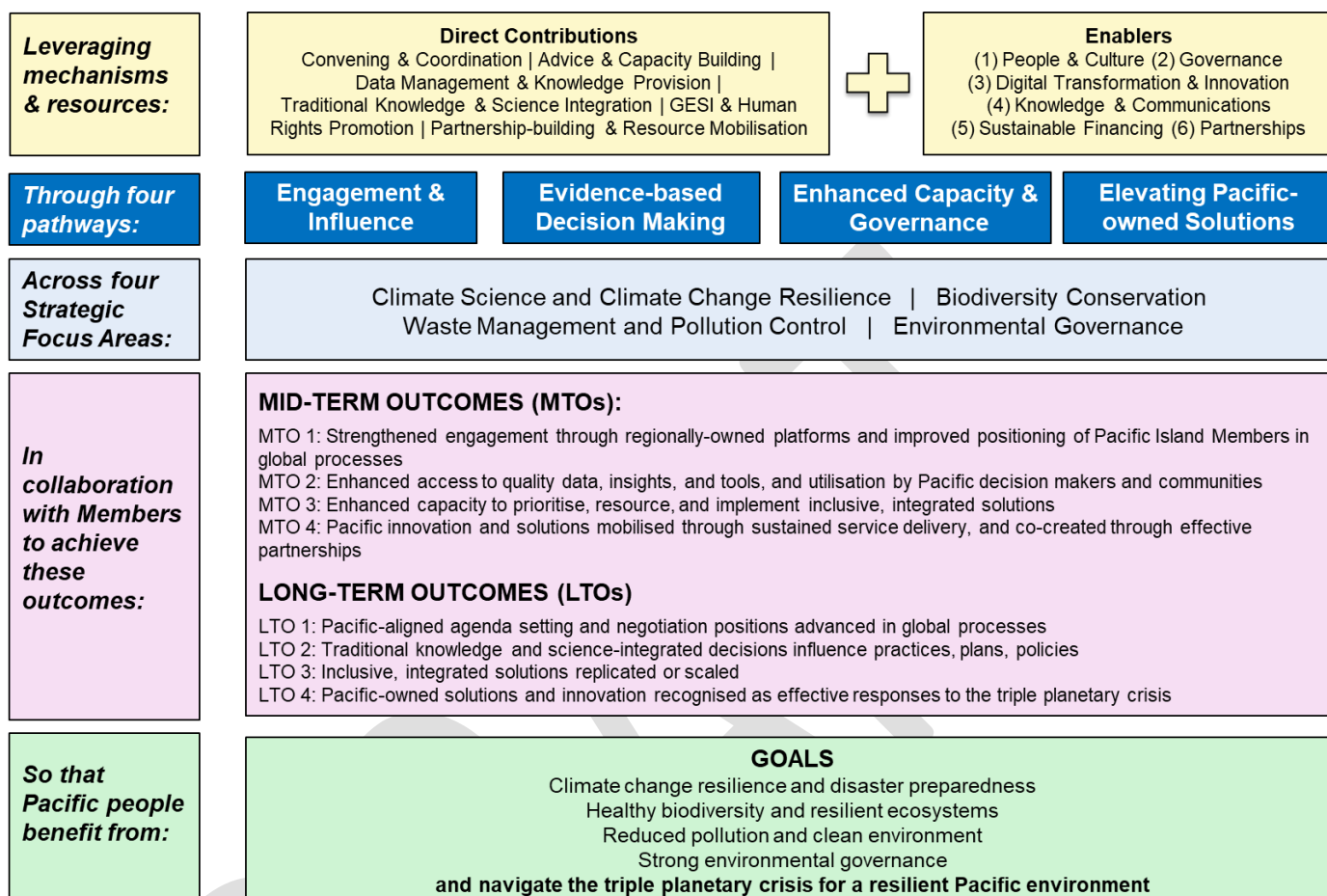
Working closely with Pacific Island Members and partners we collaboratively design investment-ready project proposals, project pipelines and programmatic approaches to address environmental and climate priorities. We are increasingly focused on programmatic approaches that aggregate regional priorities and needs, link discrete projects for maximum impact, create clearer investment pathways for donors, and aim to reduce transaction costs and administrative burden.

Weather Ready Pacific Programme

The Weather Ready Pacific Programme provides a Pacific-led, programmatic approach to strengthening regional resilience through sustained and coordinated investment in meteorological, hydrological, ocean and climate services. Weather Ready Pacific links institutional strengthening of National Meteorological and Hydrological Services with the infrastructure, technical systems, data, service delivery and regional cooperation needed to translate early warnings into practical action across sectors. The Programme creates a costed, decadal investment pathway that reduces fragmentation, aligns partner support with Pacific-identified priorities, and helps to protect lives, safeguard development gains and strengthen community resilience.

6.0 Our Journey Ahead

6.1 Theory of Change



6.2 Strategic Focus Areas

SPREP's work for the decade from 2027 to 2036 will focus on four Strategic Focus Areas that build on the progress made under Strategic Plan 2017–2026:

1. Climate science and climate change resilience
2. Biodiversity Conservation
3. Waste Management and Pollution Control
4. Environmental Governance

Each Strategic Focus Area has its own goal and a series of outcomes to be achieved over the next ten years, but they are interrelated and jointly implemented to: address interlinkages between the three elements of the triple planetary crisis; strengthen coordination of regional and national initiatives; and support Members with multidisciplinary themes including ocean governance, climate and environmental security, and One Health.

Joint implementation approaches are also important in the context of our Pacific region where island, lagoon and ocean are highly interconnected, and where actions in one zone can significantly impact the others.

Our work progressed under the Strategic Focus Areas will contribute to implementation of MEAs including the Noumea and Waigani Conventions; delivery of the Sustainable Development Goals; and implementation of the 2050 Strategy through the thematic areas of Climate Change and Disasters, and Ocean and Environment.⁹

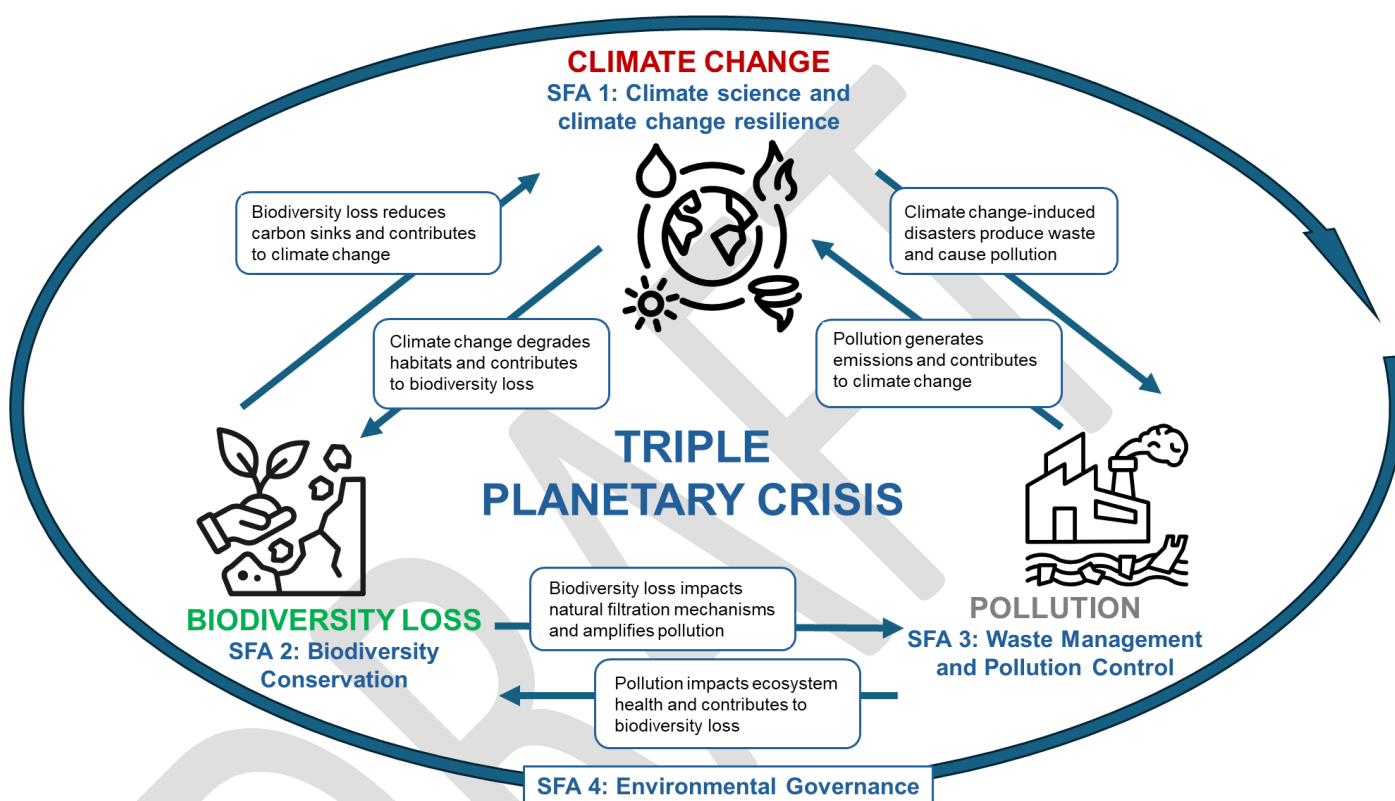


Figure 2: High-level examples of interlinkages and interconnections between the three elements of the triple planetary crisis and SPREP's four Strategic Focus Areas (SFAs). Environmental Governance is relevant to all elements and interlinks with and supports the other SFAs.

SFA 1: Climate Science and Climate Change Resilience

Pacific Leaders have identified climate change as the Blue Pacific Continent's greatest existential threat. The environmental, economic, social and cultural costs of climate change are high and forecast to increase.

⁹ Relevant thematic areas and goals from the 2050 Strategy Implementation Plan 2023–2030:

Climate Change and Disasters

- **Goal 1:** All Pacific people are living safe, secure and prosperous lives, resilient to the impacts of climate change and disasters.
- **Goal 2:** The region remains a global leader on climate action.

Ocean and Environment:

- **Goal 1:** The Pacific Region's ocean and environment are sustainably managed and are resilient to threats.

SPREP continues to lead the region's response to climate change as host of the Pacific Climate Change Centre (PCCC), which provides services of knowledge brokerage, applied research, capacity building and innovation, contributing to informed, inclusive and impactful climate action.

We lead One CROP approaches through our Pacific Climate Change Roundtable and Loss and Damage Dialogue and support Pacific Island Members' effective engagement with the UNFCCC and Conference of the Parties processes, the Paris Agreement, and the Intergovernmental Panel on Climate Change (IPCC).

SPREP assists Pacific Island Members with the development of policies, plans and practical actions to address climate change mitigation, adaptation, security, and climate-induced loss and damage. Through these activities we emphasise ecosystem-based (Strategic Focus Area 2) and circular economy (Strategic Focus Area 3) approaches.

SPREP is the Pacific region's hub for climate science. We work under the leadership and guidance of the Pacific Meteorological Council, and as host of the Pacific Meteorological Desk Partnership and the WMO RA V Pacific Regional Climate Centre Network. Our focus is on strengthening the capacity of National Meteorological and Hydrological Services to share timely and accurate scientific knowledge and data for all, on weather, climate, water, oceans and geo-hazards. We also integrate traditional knowledge with climate science to improve disaster preparedness and response, and to support community resilience, livelihoods and environmental management.

Through the programmatic approach of Weather Ready Pacific, as an accredited entity under the Green Climate Fund and Adaptation Fund, and through other financing mechanisms, we assist Pacific Island Members with accessing and managing climate finance, aligned with national priorities for a resilient and low carbon future.

The SPREP-led *Pacific Islands Meteorological Strategy*, *Pacific Roadmap for Strengthened Climate Services*, and *Pacific Climate Change Centre Strategy* are aligned with SPREP Strategic Plan 2027–2036 and provide further details on initiatives and activities that will be undertaken in support of the goal and outcomes of Strategic Focus Area 1.

Climate Science and Climate Change Resilience

Goal 1: Pacific people lead safe, secure and prosperous lives through strengthened climate change resilience and disaster preparedness.

Outcomes:

- 1.1 Pacific Island Members effectively engage in the UNFCCC and relevant global and regional climate change processes.
- 1.2 Pacific Island Members effectively address climate change mitigation, adaptation, security, and loss and damage priorities.
- 1.3 The multi-hazard and climate change resilience capacity, knowledge, innovation and research of Pacific Island Members is strengthened to support informed decision-making and action.
- 1.4 Traditional knowledge and climate science informs Pacific Island Members approaches to multi-hazard early warning systems, climate change adaptation, mitigation, and loss and damage.
- 1.5 Pacific Island Members access climate finance.
- 1.6 Pacific Island Members through Weather Ready Pacific mobilise resources for sustainable National Meteorological and Hydrological Services and multi-hazard early warning systems.

SFA 2: Biodiversity Conservation

Biodiversity conservation, including ecosystem management, is at the core of SPREP's work. Healthy biodiversity and ecosystems are the foundation of sustainable development, food security, human health and wellbeing, Pacific cultural practices, and climate change resilience.

To address the increasing threats and pressures faced by our region's globally-significant biodiversity and ecosystems, SPREP focuses on knowledge-sharing and capacity-building; promotion of customary management and traditional stewardship, including use of traditional ecological knowledge; and coordinated action from sub-national to national and regional levels through the Pacific Islands Roundtable for Nature Conservation and the Pacific Regional Invasive Species Management Support Service. We also support the development of legislation, policies and protocols; and the securing of finance and resources; to implement and strengthen biodiversity and ecosystem recovery and sustainable management practices.

Specific priorities for our work include supporting protected areas and ecosystem management; threatened and endangered species conservation and protection, which includes migratory species protection; invasive species management, including invasive plants, animals, disease agents and other organisms in marine, freshwater, and terrestrial environments; and supporting Pacific Island Members with implementing Nature-based Solutions (NbS) from the community-level to the national policy and planning level. NbS directly protect ecosystems and support climate change mitigation and adaptation (Strategic Focus Area 1), and pollution control (Strategic Focus Area 3).¹⁰

SPREP leads One CROP approaches to strengthen Pacific Island Members' effective engagement with and implementation of the CBD, CITES, CMS, and Ramsar Convention. We are also the Secretariat of the Pacific Islands Roundtable for Nature Conservation.

The SPREP-led *Pacific Islands Framework for Nature Conservation*, *Pacific Islands Regional Marine Species Programme*, *Pacific Coral Reef Action Plan*, and *Guiding Framework for Invasive Species Management in the Pacific* are aligned with SPREP Strategic Plan 2027–2036 and provide further details on initiatives and activities that will be undertaken in support of the goal and outcomes of Strategic Focus Area 2.

Biodiversity Conservation

Goal 2: Pacific people sustainably manage and benefit from healthy biodiversity and resilient ecosystems.

Outcomes:

- 2.1 Pacific Island Members effectively engage in the CBD, CITES, CMS and Ramsar and relevant global and regional processes.
- 2.2 Pacific Island Members effectively manage healthy, resilient and productive island and ocean ecosystems.
- 2.3 Pacific Island Members conserve and protect threatened and endangered species.
- 2.4 Pacific Island Members manage invasive species for healthy biodiversity and resilient ecosystems.
- 2.5 Pacific Island Members adopt Nature-based solutions and ecosystem-based approaches for climate resilience and sustainable development.

¹⁰ For example, an NbS focused on restoration of mangroves and wetlands creates carbon sinks, provides shoreline protection, and supports filtration of pollutants from water bodies.

SFA 3: Waste Management and Pollution Control

Effective waste management and pollution control remain persistent challenges for our Pacific Island Members. Waste generation is increasing across solid, liquid and hazardous waste streams, and cannot be easily managed due to limited area for landfills, inadequate waste handling and processing infrastructure, high transport costs, and small domestic markets for recycled materials. Climate change is compounding existing challenges, with landfills, dumpsites and other waste infrastructure affected by extreme weather events and rising sea levels, causing environmental and human health impacts. Extreme weather events such as cyclones and flooding also result in significant volumes of disaster waste, placing additional burdens on post-disaster recovery efforts.

To deal with the region's significant and growing waste and pollution challenges, SPREP will continue to support in-country capacity building, legislation and policy development; the securing of finance and resources; and technical cooperation and network-building through the Clean Pacific Roundtable. Emphasis will be placed on public-private partnerships and engaging different economic sectors directly in waste minimisation initiatives, not just end-of-pipeline waste management.

Marine pollution control and response will remain a significant area of work, particularly in the context of ocean governance, ocean-based industries, and remediation of legacy pollution from WWII wrecks. SPREP will continue to lead One CROP approaches to support Pacific Island Members' effective engagement with waste and pollution MEAs, including the negotiations for a global plastic pollution treaty.

We will increasingly support Pacific Island Members with the transition to circular economies. Circular economy approaches prioritise waste prevention followed by reuse, recycling, recovery, and lastly, disposal.¹¹ Circular economies also address climate change and biodiversity loss, by reducing greenhouse gas emissions and the impacts on ecosystems and species that are associated with material extraction, use and disposal.

The SPREP-led *Cleaner Pacific Strategy*, *Pacific Ocean Pollution Prevention Programme*, *Pacific Islands Regional Marine Spill Contingency Plan*, *Pacific Regional Marine Litter Action Plan*, *Regional Reception Facilities Plan for the Small Island Developing States in the Pacific Region*, and *Pacific Regional Mercury Action Plan* are aligned with SPREP Strategic Plan 2027–2036 and provide further details on initiatives and activities that will be undertaken in support of the goal and outcomes of Strategic Focus Area 3.

SFA 4: Environmental Governance

Environmental governance is cross-weaving, interlinking with and supporting the three other Strategic Focus Areas. SPREP's environmental governance work provides Pacific Island Members with the frameworks, processes and tools that address all elements of the triple planetary crisis and that underpin sustainable development.

¹¹ Circular economies emphasise shifting to more sustainable lifestyles and choosing to use or buy less; reusing products or objects; designing products or services that use less materials per unit of production, and / or during their lifetime of use; repairing faults in objects so they can become fully functional; refurbishing objects to increase or restore their functionality; repurposing or adapting discarded objects so they can perform another function; and recycling and reprocessing waste into other products, materials or substances. The overall objective is to avoid and / or minimise the production of waste.

Through frameworks such as National Environmental Management Strategies we facilitate whole-of-government, cross-sectoral planning and policy development. Our aim is to support sustainable development decisions and to strengthen integrated MEAs implementation by identifying and managing the synergies and trade-offs between climate change, biodiversity, and pollution interventions.

We know that access to robust and current environmental and spatial data enables informed planning, reporting and decision-making. We facilitate collation, management and sharing of data through the SPREP-managed Pacific Environment Data Portal, national Environment Data Portals, and regional and national State of Environment reporting processes.

SPREP's Emma Luke Earth Observation Centre is a regional hub for environmental monitoring, evidence-based planning, and geospatial innovation. It supports activities including biodiversity and ecosystem mapping and monitoring, disaster risk reduction and climate resilience planning, and provides training and capacity-building in geospatial analysis and remote sensing.

SPREP has a long history of working with Pacific Island Members to strengthen environmental planning and impact assessment legislation, policies and processes. We also strengthen Environmental and Social Safeguards policies and procedures to identify, prevent and mitigate adverse environmental and social impacts in development projects. This is part of our core sustainable development and ocean governance work, and it will be key to assisting Pacific Island Members with effective BBNJ Agreement implementation. The Pacific Network for Environmental Assessment provides a platform for connecting environmental planning and assessment practitioners and is a data repository plus a forum for awareness-raising and capacity-building.

The *SPREP Ocean Governance Framework* is aligned with SPREP Strategic Plan 2027–2036 and it provides further details on initiatives and activities that will be undertaken in support of Strategic Focus Area 4 goal and outcome 4.3.

Environmental Governance

Goal 4: Pacific people and their environment benefit from strong environmental governance for sustainable development.

Outcomes:

- 4.1 Pacific Island Members integrate MEAs implementation to address the Triple Planetary Crisis.
- 4.2 Pacific Island Members use environmental and spatial data for informed planning, reporting and decision-making.
- 4.3 Pacific Island Members have environmental planning tools and safeguards for ocean governance and sustainable development.

6.3 Enablers

Six SPREP enablers reflect the resources, systems, processes and approaches that support the work under our Strategic Focus Areas and underpin impactful service delivery:

1. People and culture
2. Governance
3. Digital transformation and innovation
4. Knowledge and communications
5. Sustainable financing
6. Partnerships

Through an overarching Enablers goal and a series of outcomes we will strengthen SPREP's organisational performance over the period of SPREP Strategic Plan 2027–2036.

People and culture

People are our most important resource. SPREP will provide a positive and healthy environment for our Secretariat staff and Members and build the capacity and capabilities of all. We will be an inclusive organisation that embeds gender equality and social inclusion (GESI), disability, and human rights-based approaches across our office locations and technical work areas.

Governance

Robust governance ensures the trust and confidence of our Members, partners and other stakeholders. We will follow effective governance and oversight processes supported by robust policy frameworks; integrated planning, monitoring and reporting; quality assurance and compliance; and enterprise risk management. We will deliver services efficiently, effectively, transparently and sustainably, and we will strengthen our organisational monitoring, evaluation, reporting and learning.

Digital transformation and innovation

Digital transformation and innovation include upskilling Secretariat staff and Members in digital tools and technologies that support smarter, more-efficient working and decision-making. We will emphasise safe, secure, and environmentally- and socially-responsible use of digital innovations to deliver impactful outcomes. In supporting our Members, we will focus on technologies that are relevant to the Pacific, fit-for-purpose, affordable and scalable.

Knowledge and communications

We are committed to empowering Pacific people by sharing knowledge through reliable systems, innovative and interactive platforms, communities of practice, and portals that house essential technical and scientific information. We will facilitate opportunities for our Pacific Island Members to tell their stories and we will deliver impactful communications that promote protection and sustainable management of our environment and that elevate climate change action.

Sustainable financing

SPREP will diversify revenue streams and secure predictable, multi-year funding to maintain a sustainable financial base for core and programmes. We will retain the confidence and trust of our Members, partners and donors through integrated financial and work programme planning; applying practices that support cost-effectiveness and efficiencies; and executing checks and balances. Our role as an Accredited Entity of the GCF and AF will continue to be strengthened as a key revenue stream for delivering Member priorities. Our level of organisational financing will enable us to accelerate services and impact for Pacific people.

Partnerships

Enablers

Goal 5: SPREP is an inclusive, innovative, agile and impactful organisation, delivering efficiently and effectively for Pacific people.

Outcomes:

1. **People and culture**: SPREP's leadership and capabilities safeguard and empower a transformative, inclusive and thriving culture.
2. **Governance**: SPREP has robust systems and processes that enable good governance.
3. **Digital transformation**: SPREP has transformative and innovative digital solutions for efficient and effective service delivery.
4. **Knowledge and communications**: SPREP's knowledge management and communications raise awareness and inspire positive action.
5. **Sustainable financing**: Members and SPREP have sustainable financing to address climate and environmental priorities.
6. **Partnerships**: SPREP has partnerships that leverage resources and deliver on our strategic priorities and Member needs.

We recognise that strong partnerships and multi-stakeholder delivery are critical for effective coordination and implementation of environmental and climate initiatives at regional and national levels. We will maintain genuine and productive partnerships and seek out new, like-minded partners to advance Pacific Island Members' priorities and to diversify our access to financial and technical resources.

Internal corporate strategies aligned with SPREP Strategic Plan 2027–2036, including our *People Strategy*; *Information and Knowledge Management Strategy*; *Information and Communication Technology Strategy*; *Partnerships, Engagement and Resource Mobilisation Strategy*; *Sustainable Financing and Resourcing Strategy*; and *Communications Strategy*, provide further details on initiatives and activities relevant to our Enablers.

[The following sections (7, 8 and 9) will be further developed in the next draft.]

7.0 Implementation as *One Va'a, One SPREP*

We will implement Strategic Plan 2027–2036 as *One Va'a, One SPREP* through an integrated planning and resourcing approach, and with strategic alignment from the whole-of-SPREP level to the staff level (Figure 3):

- Strategic Plan 2027–2036 will reflect and respond to Members' international, regional and national commitments and set SPREP's overarching direction.
- Thematic, sub-thematic and corporate strategies will detail specific actions and initiatives to support Strategic Plan implementation.
- SPREP's resource mobilisation efforts will be informed and facilitated by business plans shaped by the priorities in Strategic Plan 2027–2036, and by the priorities within thematic, sub-thematic and corporate strategies.
- At a functional and operational level our work activities and resourcing requirements will be defined in project plans, programmatic approaches, and the SPREP biennial work programme and budget approved by the SPREP Meeting.
- The work plans for Secretariat staff, plus personnel and operating budgets will be linked to Strategic Plan 2027–2036 to ensure staff work is relevant to and delivering on SPREP's strategic priorities.

One Va'a, One SPREP

Strategic Focus Areas and Enablers will be led by specific SPREP Programmes and Departments, but there will be cross-organisational work planning, activity implementation, and monitoring and evaluation. The Secretariat has well-established internal coordination mechanisms to enable integrated, cross-organisational delivery as *One Va'a, One SPREP*. These include our:

- Ocean Coordination Group (Blue Team)
- Partnerships Resourcing Reference Group
- Project Review and Monitoring Group
- Environmental Monitoring and Reporting Coordination Group
- Environmental and Social Safeguards Committee
- Gender Equality and Inclusion Mainstreaming Group

[Include brief descriptions for role / functions of each group]

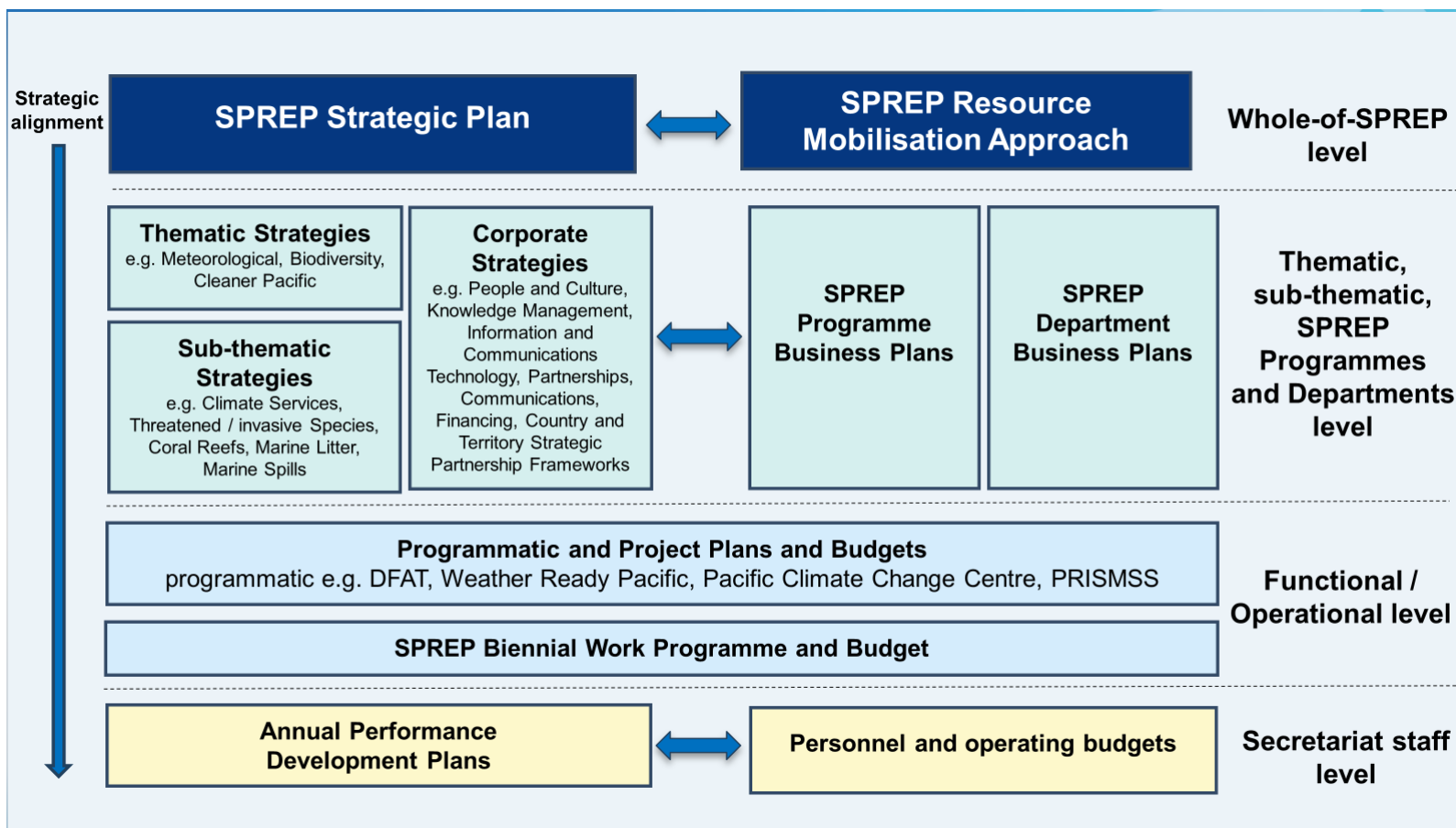


Figure 3: Overview of SPREP's approach to integrated planning and resourcing.

The Secretariat and Members will be jointly responsible for successful Strategic Plan implementation, working as *One Va'a, One SPREP* but delivering different types and levels of activities (Figure 4).

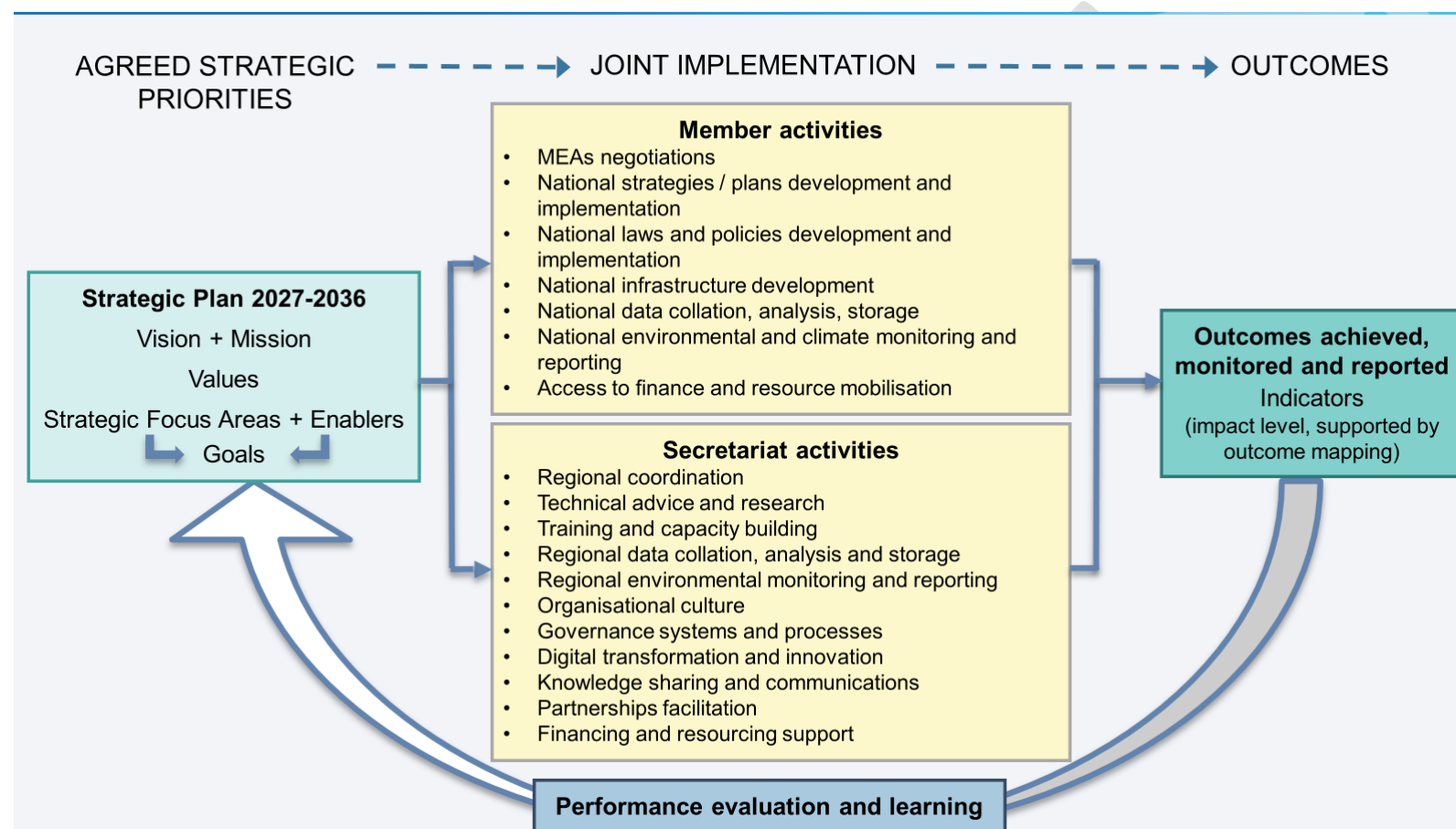


Figure 4: Member-Secretariat partnership for implementing SPREP Strategic Plan 2027–2036.

8.0 Monitoring, Evaluation, Reporting and Learning

- The MERL framework will be based on a focused set of indicators, supported by outcome mapping. Greater emphasis will be placed on identifying and using short-term, mid-term and long-term outcomes to understand what differences our activities and actions have made in terms of the big picture, how we achieved change, how we adapted and managed risk, why the changes that were achieved matter, who / what contributed to change, and whether the change can be sustained or scaled up. The table below provides an example of outcome mapping for SFA 2: Biodiversity Conservation.
- There will be a stronger focus on identifying lessons learned, and how the lessons have been applied, to support continuous improvement and to ensure SPREP's progress can be sustained.
- SPREP will draw on both quantitative and qualitative data for MERL, including country feedback, staff experiences and stories of change.
- A SPREP MERL coordination team will support and strengthen annual monitoring and reporting, and organisation-wide evaluation, reflection and learning.
- The Results Framework for the Strategic Plan will be a separate supporting document.

Outcome mapping example for SFA 2: Biodiversity Conservation

Outcome 2.5: Pacific Island Members adopt Nature-based solutions and ecosystem-based approaches for climate resilience and sustainable development		
Short-term outcome	Mid-term outcome	Long-term outcome
<u>Progress Marker 1:</u> Members integrate NbS and EbA in their national plan or initiatives on climate resilience and sustainable development, with support from SPREP	<u>Progress Marker 2:</u> Members implement NbS and EbA through capacity/tool/infrastructure/resources supported or mobilised by SPREP	<u>Progress Marker 3:</u> NbS and EbA approaches institutionalised, replicated, or scaled up by Members

9.0 Strategic Plan Governance

- Primary mechanisms: SPREP Meeting, Executive Board Meeting (EBM), Troika, Audit Committee.
SPREP Meeting and EBM agenda will be directly aligned with the Strategic Plan and its goals and outcomes.
- Secondary mechanisms: Pacific Meteorological Council, Pacific Climate Change Centre Advisory Board, annual trilateral high-level consultations with Australia and New Zealand, SPREP roundtables.
Secondary governance mechanisms will be used to resolve more detailed, programme-specific matters, and will provide update reports to the SPREP Meeting.

- Internal mechanisms: Risk Committee, Procurement Review Committee.
- Governance actions to be outlined and their frequency e.g. final term evaluation; independent mid-term review; independent organisational corporate review, biennial work programme and budget prepared for the SPREP Meeting / EBM; audit committee reports; reports to Troika.

10.0 List of Acronyms

[Insert list]

DRAFT