

Strategic Plan

2017–2026



SPREP

Secretariat of the Pacific Regional
Environment Programme



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



CONTENTS

FOREWORD	2
1 THE PACIFIC REGIONAL ENVIRONMENT PROGRAMME	4
2 SPREP VALUES	8
3 STRATEGIC FOCUS	10
4 ACHIEVING OUR VISION OF RESILIENT, SUSTAINABLE PACIFIC COMMUNITIES	12
5 REGIONAL GOALS	14
6 SPREP ROLE AND FOCUS	18
7 SPREP ORGANISATIONAL GOALS AND OBJECTIVES	20
8 ENABLING PRINCIPLES FOR PRIORITISATION	22
9 IMPLEMENTATION AND MONITORING	24



Foreword

The vital resources and ecosystems upon which Pacific islands depend for their sustenance and livelihoods are under increasing pressure. Foremost among the threats is climate change, a deeply troubling issue for the environmental, economic, and social viability of Pacific island countries and territories. Climate change is already having very real impacts on coastal and forest ecosystems, our oceans, fresh water supplies, biodiversity, and indeed all aspects of life – particularly on communities in small, low-lying countries where sea level rise and changing weather patterns are creating social and economic disruption.

Climate change is a serious challenge that demands concerted action and is recognised as the principal concern of SPREP. But so too are a range of other human-induced environmental issues with which Pacific islanders have been

grappling. These have the potential to undermine the very basis of the Pacific way of life, which requires healthy ecosystems and continued access to natural resources for livelihoods and cultural enrichment. Nowhere is this more clearly demonstrated than in our coastal and marine environment. Oceanic and marine ecosystems are critical for Pacific livelihoods. This strategic plan prioritises the protection of our ocean and the services it provides for our Pacific way of life as a cross-cutting theme integrated across the goals.

Unsustainable harvesting of natural resources, destruction and modification of habitats and ecosystems, and severe reductions in species populations continue to threaten the integrity and health of the vulnerable natural systems on which all island life depends. Waste and pollution generated from our increasingly consumer-based way of life put at risk the

health of Pacific ecosystems and, the health of Pacific peoples that depend on them.

Pacific island countries are striving to balance the needs and economic aspirations of their growing populations on the one hand, with the maintenance of healthy environments and natural systems on the other. Our ability to address these threats together, to craft co-operative and sustainable solutions, build on the opportunities provided by ecosystem services and secure political commitment, will determine the future for Pacific islands people.

As the regional organisation charged with the protection and sustainable development of the region's environment, SPREP has been at the forefront of efforts to manage these environmental issues. SPREP has provided national-level technical advice, programme support, human and institutional capacity building, and



Rock Islands, Palau. Photo: © Stuart Chape

coordinated regional responses to global issues and international agreements.

The SPREP Strategic Plan 2017–2026 builds on the successes and lessons learned in the implementation of the Strategic Plan 2011–2015. SPREP has used these lessons together with an extensive consultation process with Members, partners, and the Secretariat to develop this strategic plan. The plan has also been guided by Member commitments to the strategic directions for the region set out in the Framework for Pacific Regionalism, the priorities defined by the SAMOA Pathway,¹ commitments to the Sustainable Development Goals, the Paris Agreement, and other important regional and global commitments.

The Strategic Plan 2017–2026

prioritises four regional goals with supporting objectives. Together these define the core priorities and focus of SPREP for the next ten years:

- Climate Change Resilience
- Ecosystem and Biodiversity Protection
- Waste Management and Pollution Control
- Environmental Governance

Fundamental to the development of this strategic plan has been the need for a more integrated, focussed, programmatic approach to addressing strategic priorities. This approach will improve service delivery to Members and the implementation of SPREP's new roles as a Regional Implementing Entity for the Adaptation Fund and the Green Climate Fund.

The Pacific Climate Change Centre will be established and hosted at SPREP and will be operational in the life of this Strategic Plan. It is to be an important new mechanism for coordinating and supporting regional action on climate change. As a centre for collaboration and partnerships, the Pacific Climate Change Centre will enhance service delivery to Pacific island countries as they implement their Paris commitments.

By working together over the next ten years, Members, Secretariat, and Partners, we can move closer to achieving our vision:

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

Mr Kosi Latu

Director General, SPREP

Dr. Josie M.M.M. Tamate

Director General, Ministry of Natural Resources, Niue
Chair, 2016 SPREP Meeting

¹ Small Island Developing States Accelerated Modalities of Action



1

The Pacific Regional Environment Programme

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

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

For thousands of years, the people of the Pacific region have relied on rich natural resources for their survival. The marine environment

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

There has also been a long history of ecosystem modification and species extinction across the Pacific; this trend has accelerated with modern development pressures. While climate change is at the forefront of regional concerns, ongoing issues of pollution and waste, land-use changes such as deforestation which can undermine long-

term sustainable development, population growth, and marine resource depletion continue to threaten the long-term viability of island economies.

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

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

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

3 SPREP Agreement (1993)



Choiseul Province, Solomon Islands. © Stuart Chape

Pacific Programme

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

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

Members have shown leadership and confidence in advocating their interests to achieve positive outcomes for the region in international fora. Pacific leadership has influenced multilateral environment agreements, including the Paris Agreement's commitment to pursue efforts to limit the global

temperature increase to 1.5°.

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

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

OUR VISION: 'A resilient Pacific environment sustaining our livelihoods and natural heritage in harmony with our cultures.'

1.1 Climate Change is our principal concern

1.1.1 SPREP's role in climate change

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

The establishment of the Pacific Climate Change Centre (PCCC) provides a regional hub for inclusive collaboration and coordination to meet the adaptation and mitigation priorities of Pacific island countries and territories. All organisations working in Pacific climate adaptation and mitigation will have a conduit for collaboration and a mechanism for focussing and coordinating their efforts. This will maximise the impact of the region's scarce technical, financial and human resources, and more effectively focus anticipated new climate finance on the climate action priorities of Pacific island countries and territories.

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



Wood carver, Solomon Islands. Photo: © Stuart Chape

1.1.2 Leadership and coordination

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

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

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

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

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

1.1.3 Implementation

SPREP will work alongside our partners and other CROP agencies to respond to decisions by Pacific Leaders, including the Framework for Resilient Development in the Pacific (FRDP) and its Pacific Resilience Partnership (PRP). The FRDP provides a new framework for addressing climate change and disaster management in a coordinated way. SPREP will work with others to establish the PRP which will arrange for

coordinated implementation of the FRDP. Commensurate with its climate change expertise and relationships, SPREP will have a major role in the implementation of the FRDP and the PRP.

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

SPREP will build on its coordination and implementation roles to work with governments and key stakeholders to:

- coordinate Pacific climate change action;
- coordinate effective advocacy for Members to influence global and regional climate initiatives, including UNFCCC processes, and assist implementation of their international commitments;
- assist Members to access climate finance;
- host the Pacific Climate Change Centre;
- host the regional office of the World Meteorological Organization;
- serve as the lead regional agency and hub for meteorological services and climate and weather early warning systems; and
- leverage additional resources through genuine and durable partnerships;
- provide SPREP Members with technical assistance from Secretariat staff and international expertise through partnerships with countries and organisations beyond the SPREP Membership.

⁵ SPREP Agreement (1933)

1.2 The ocean is a key crosscutting theme

The ocean defines us as Pacific people. It underpins our livelihoods and way of life. Although most SPREP Members have small populations and economies, they are Large Ocean Island States responsible for managing more than ten per cent of the planet's oceans. Approximately 98% of this area, totalling over 30 million square kilometres, is contained within the Exclusive Economic Zones (EEZs) of SPREP Members. The ecosystem services provided to the entire planet by the ocean in the SPREP region, can be valued in many billions of dollars annually.

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

SPREP has a major responsibility to support its Members with ecosystem-based management of oceans. SPREP's broad portfolio of ocean responsibilities is spread across and integrated among all technical programmes of the Secretariat. Oceanic and marine ecosystems are critical for Pacific

livelihoods and national economies and the 2017–2026 Strategic Plan prioritises oceans as a cross-cutting theme, integrated across its goals.

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

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

At a regional level, SPREP will continue to collaborate with

regional partners and provide technical advice and support to the Office of the Pacific Ocean Commissioner. SPREP has:

- a key regional role among CROP agencies in adaptation and building resilience to the impacts of climate change and ocean acidification on coastal and pelagic ecosystems, including ecosystem-based adaptation to climate change;
- the lead role in a number of ocean-related monitoring and observation mechanisms;
- a key role in supporting Pacific island countries to achieve their commitments on oceans under SDG 14 of the Sustainable Development Agenda 2030.⁶

The Secretariat implements the cross-cutting Oceans theme by integrating oceans considerations into all programmes, supported by an internal cross-Divisional 'Blue Team' coordination mechanism.

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



Coral reef, Vanua Levu, Fiji. Photo: © Stuart Chape

⁶ Specifically the following targets: Marine Pollution -14.1; Marine and coastal ecosystem protection - 14.2; Minimise ocean acidification impacts - 14.3; Conserve at least 10% of coastal and marine areas - 14.5; Increase economic benefits to SIDS through sustainable management and tourism -14.7; Enhance the conservation and sustainable use of oceans and their resources by implementing international law as reflected in UNCLOS - 14.c.



2

SPREP Values

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



Canoe, New Caledonia.
Photo: © Stuart Chape



Samoan dancers awaiting arrival of Hawaiian vaka. Photo: © Stuart Chape



We value the Environment

Our most distinguishing feature is our leadership in environmental conservation and sustainability. The environment sustains livelihoods and development across the Pacific in many ways—and particularly in terms of health, economy, and culture. SPREP stands for the sustainable management of the environment and its intricate network of ecosystems and biodiversity to ensure it continues to support unique and thriving Pacific

livelihoods for generations to come. SPREP holds a deep respect for the environment and will continue to promote environmentally sustainable practices. We will develop expertise, share knowledge, deliver practical environmental outcomes, and build the capacities of vulnerable Pacific island Members to manage their environment, reduce risks, and adapt to adverse global changes.

We value our People

SPREP exists to support the people of the Pacific. Our vision is centred on Pacific livelihoods and so too is our approach. SPREP is driven by the values and priorities of our 21 Pacific island country and territory Members, taking into

consideration their diverse social and cultural priorities. We celebrate the diversity across our wide ocean and within island communities, and we will strive to embrace diversity in our work. We will talk, listen, and work together to pursue our vision.

We value high quality and targeted Service Delivery

SPREP prides itself on delivering the best practice, evidence-based knowledge policy and programmes to service the priority needs of Members and develop common regional goals and approaches.

We will work as a team promoting partnerships with related organisations and be flexible to cope with change to produce high quality outcomes.

We value Integrity

SPREP will be a wise steward of the resources entrusted to it, remain impartial and apolitical in our interactions with Members,

and act fairly and equitably. We will maintain high standards of ethical conduct.



3

Strategic Focus

Vavau, Tonga. Photo: © Stuart Chape

The 2017–2026 SPREP Strategic Plan:

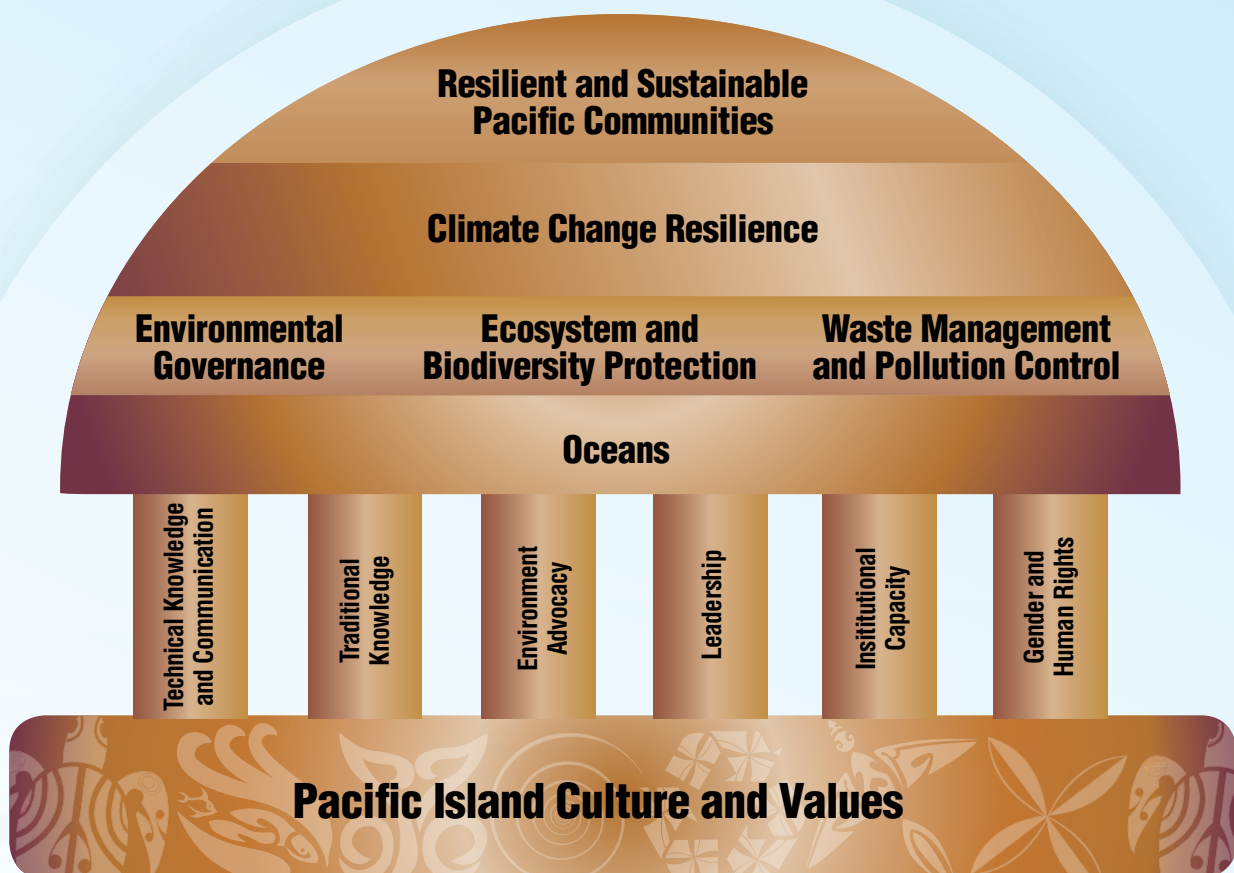
- Prioritises four regional goals with supporting objectives. Together these define the core priorities and focus of SPREP for the next ten years:
 1. Climate Change Resilience
 2. Ecosystem and Biodiversity Protection
 3. Waste Management and Pollution Control
 4. Environmental Governance
 - Confirms the role that SPREP occupies in the Pacific region, and the added value and approach that SPREP will take in carrying out its role.
 - Identifies organisational goals to frame how the Secretariat will strengthen its policies, processes, and capacity to effectively deliver on its mandate.
- The inter-linked components of the Strategic Plan can be conceptualised in the structure of the traditional Samoan house or *Fale* (Figure 1).
- The roof structure represents the vision and outcome areas targeted by the goals and objectives. The apex represents the vision of ‘**A resilient Pacific environment sustaining our livelihoods and natural heritage in harmony with our cultures**’.

Climate change resilience is the biggest challenge to achieving the vision and is the overarching principal goal of the strategy. Oceans, which define us as Pacific people and underpins our way of life and livelihoods, is a key crosscutting theme in the strategy. Both Climate Change Resilience and Oceans are mainstreamed into the other regional goals. The supporting *fale* posts are the enablers for achieving the outcomes. The critical foundation of the *fale* represents our support for the values and cultures of Pacific people.

Figure 1: The 2017–2026 Strategic Plan Concept

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

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





4

Achieving our vision of resilient, sustainable Pacific communities

Achieving our vision of ‘a resilient Pacific environment sustaining our livelihoods and natural heritage in harmony with our cultures’ will require strengthening the ways in which we exercise our individual and collective responsibilities. These include strengthening awareness and commitment; strengthening the capacity of our institutions; strengthening the ways in which we manage our environmental actions, and strengthening the way we implement and report on our international and regional commitments to multilateral environment agreements.

4.1 Enhancing public awareness and mobilising public action

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

4.2 Increasing institutional capacity

Our Pacific countries and territories have limited capacity to manage the scale of environmental challenges that face them. Our national and regional institutions struggle to guide Members’ actions to implement change. Building capacity for sustainable development and environmental management remains a key priority for our region.

4.3 Technical knowledge and communication

SPREP will use its wealth of knowledge, access to technical expertise, and established relationships with Pacific governments and key stakeholders, to communicate technical information in ways that best inform decision makers.

4.4 Adopting international standards and monitoring

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

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



5 Regional Goals

The contribution of Regional Goals to Resilient and Sustainable Pacific Communities

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



Volcanos National Park, Hawaii . Photo: © Stuart Chape

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

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

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

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

OBJECTIVES

1.1 Strengthen the capacity of Pacific island Members to lead, prioritise, and manage national climate change adaptation, mitigation (NDCs)⁷, and disaster risk reduction in fulfilment of their national environment and development goals and their voluntary and legal obligations under regional and international agreements.⁸

1.2 Minimise multiple pressures on vulnerable Pacific island ecosystems by implementing ecosystem-based approaches to climate change adaptation, including responses to ocean acidification and sea level rise, to sustain biodiversity and the provision of ecosystem services that support livelihoods and sustainable development.

1.3 Enhance National Meteorological and Hydrological Services capacity in weather forecasting, early warning systems, long-term projections, and improved climate services to support Members' decision-making and coordination through the Pacific Meteorological Council.

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

1.4 Support Pacific island Members to access and manage climate change finances and their national accreditation processes.⁹

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

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

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

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

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

REGIONAL GOAL 2: Pacific people benefit from healthy and resilient island¹⁰ and ocean ecosystems

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

The ocean is a key regulator of the global climate and a medium for major climate drivers.¹¹ The ocean has absorbed about 30% of the anthropogenic carbon dioxide released into the atmosphere since the beginning of the industrial era and currently absorbs over 90% of the heat generated by climate change.

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

OBJECTIVES

2.1 Effectively manage and protect marine and coastal ecosystems; mitigation of the impacts of fisheries activities to ensure healthy populations of

threatened species, and reduce the release of marine pollutants that increase human health risks in order to achieve healthy and productive oceans that support food security and sustainable development.

2.2 Support the conservation and sustainable use of marine, coastal, and terrestrial ecosystems and biodiversity, consistent with regional and international commitments.¹²

2.3 Prevent the extinction of threatened species and support measures to sustain their conservation status.

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



Freycinetia species, Samoa. Photo: © Stuart Chape

¹⁰ 'Islands' defined as terrestrial, coastal lagoon, and nearshore marine waters that comprise the totality of island environments; 'oceans' refers to marine ecosystems that extend from island nearshore waters to EEZ boundaries and areas beyond national jurisdiction.

¹¹ Such as the South Pacific Convergence Zone, Intertropical Convergence Zone, El Niño, and La Niña phenomena.

¹² CBD Aichi Targets, CBD Nagoya Protocol on Access and Benefit Sharing, Regional Framework for Nature Conservation and Protected Areas, national and international law, and multilateral environment agreements.

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

SPREP has the lead responsibility for regional coordination and delivery of waste management and pollution control action and uses the strategic management framework, Cleaner Pacific 2025, in guiding regional cooperation and collaboration. SPREP promotes evidence-based strategic planning within countries to develop strategies that address emerging priorities and opportunities in locally appropriate ways. In assisting Pacific island countries and territories to build capacity to implement waste, chemicals, and pollutants programmes, SPREP continues to focus on in-country human resource support, technical cooperation, and a learn-by-

doing approach for longer-term self-sufficiency. SPREP also works with key international and regional partners to achieve greater integration of sustainable funding and support mechanisms for waste, chemicals, and pollution management programmes.

OBJECTIVES

3.1 Minimise the adverse impacts of chemicals and all wastes on human health and the environment through environmentally sound life-cycle management in accordance with agreed regional and international frameworks, including Cleaner Pacific 2025, and significantly reduce the release of pollutants to air, water, and soil.

3.2 Strengthen national, regional, and international mechanisms

for waste management including for chemicals, hazardous wastes, ship and aircraft-generated waste, marine plastic litter, and other marine debris.

3.3 Recover resources from waste and pollutants through composting (nutrient recovery), recycling (material recovery), energy recovery, and other measures in order to minimise waste and contribute to economic and social development.

3.4 Improve waste and pollution monitoring of receiving environments to enable informed decision-making on appropriate measures to protect human health and the environment and to reduce associated environmental damage.

REGIONAL GOAL 4: Pacific people and their environment benefit from commitment to and best practice of environmental governance¹³

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

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

OBJECTIVES

4.1 Strengthen national sustainable development planning and implementation systems including through use of Environmental Impact Assessments, Strategic Environmental Assessments, and spatial planning.

4.2 Improve national capacity for good environmental governance supported by technical assistance for the development of policy and legislation, and in support of the implementation of Member international and regional commitments.

4.3 Strengthen environmental data collection, monitoring, and analysis and reporting on results, nationally and regionally.

4.4 Strengthen access to funding mechanisms and using funds effectively and efficiently to deliver required interventions.

4.5 Strengthen synergies between science, policy, and traditional and local knowledge to guide decision making.

¹³ Process of decision-making and the process by which decisions are implemented (or not implemented). In an environmental context, this includes commitment to and implementation of international conventions, legislation, planning, monitoring, and decision-making based on relevant information and participatory consultation with stakeholders and other relevant tools and processes.

6

SPREP Secretariat Role and Focus

The SPREP Secretariat has a unique role within the regional architecture defined in the SPREP mandate: **to promote co-operation in the Pacific region and provide assistance in order to protect and improve its environment and to ensure sustainable development for present and future generations.**¹⁴

In carrying out its role, the Secretariat draws upon its long-term experience in the Pacific, including through established relationships with governments and key stakeholders, to add value, complement, and strengthen the environmental management functions of our Members. The Secretariat will:

6.1 Provide responsive high quality technical and capacity backstopping to Members

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

6.2 Lead and support coordination and advocacy

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

¹⁴ SPREP Agreement (1993)



Savaii upland forest, Samoa. Photo: © Stuart Chape

6.3 Broker partnerships and collaborations

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

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

6.4 Provide regional services and access to resources

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

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

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

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

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

7

SPREP Organisational Goals and Objectives

Talailau Island, Vanua Levu, Fiji. Photo: © Stuart Chape

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

The need for sustainable funding continues to be a key challenge that requires immediate focus. SPREP will embrace new and bold approaches to other significant challenges including structural reorganisation, capability building, and ongoing change management to capitalise on new opportunities

and maximise available resources. Over the next ten years, we will adapt, respond, and develop to ensure the trust and confidence of our Members, partners, and stakeholders.

ORGANISATIONAL GOAL 1:

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

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

Effective SPREP external

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

OBJECTIVES

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

ORGANISATIONAL GOAL 2:

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

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

OBJECTIVES

2.1 Promote integrated programme approaches to address environmental management challenges.

2.2 Strengthen SPREP's learning and outcomes reporting framework, integrating organisational and environmental performance.

ORGANISATIONAL GOAL 3:

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

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

OBJECTIVES

3.1 Achieve a balanced and sustainable budget.

3.2 Manage funds efficiently and transparently through effective financial, risk management, and audit systems, integrated with programme management, monitoring, evaluation, and reporting systems.

3.3 Build effective, strategic, long-term relationships with new and existing donors through regular communications, including high-level discussions and meetings.

3.4 Build the capacity of SPREP as a Regional Implementing Entity for climate change and as a conduit for other environmental funding mechanisms.

3.5 Seek additional sources and forms of sustainable financial support.

ORGANISATIONAL GOAL 4:

SPREP is leading and engaged in productive partnerships and collaboration.

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

OBJECTIVES

4.1 Improve SPREP partnerships, including development of mutually beneficial agreements, with clearly defined roles for both partners and measurable results that are regularly maintained.

4.2 Strengthen SPREP's reputation and capacity to lead productive regional partnerships that achieve positive environmental outcomes.

ORGANISATIONAL GOAL 5:

SPREP has access to a pool of people with the attitudes, knowledge, and skills to enable it to deliver on its shared regional vision.

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

OBJECTIVES

5.1 Recruit and retain people who contribute their skills and knowledge in a collaborative manner to execute SPREP's strategic plan in an effective and efficient manner, including the channelling of technical assistance.

5.2 Build our human resource capability and capacity through continuous professional development within an empowering professional workplace culture.

5.3 Build a constructive, empowering, and results-oriented culture where working as a collaborative team that respects and values each other is the norm.



8

Enabling Principles for Prioritisation

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

8.1 SPREP mandate for improved environmental management and sustainable development

SPREP will focus efforts on areas related to environmental management.

8.2 Relevance to regional and national contexts and priorities

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

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

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

8.4 Return on investment

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



9

Implementation and Monitoring

Sugar

Implementation, monitoring, evaluation and reporting of the Strategic Plan will be the responsibility of the Secretariat, in collaboration with Members.

Through a structured and integrated planning, implementation, and reporting process, SPREP will ensure a high level of transparency and accountability. It will also support a culture and practice of evaluation, reflection, and continuous improvement. SPREP's approach to planning and monitoring is defined in two key documents:

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

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

9.1 Performance Implementation Plan

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

- describe the focus and approach of the work SPREP will do over the two-year period to progress the Regional and Organisational Objectives;

- set expectations for SPREP's short-term results delivery and performance;
- set targets, indicators, and activities for the two-year PIP timeframe;
- establish simple and flexible Country Action Plans, which describe the agreed priorities for each Member country that will be delivered during the two-year period; and
- describe key strategic,

operational, administrative, and other matters that need careful and deliberate management. Issues to be included in the PIP will be informed by input from the SPREP Troika, Audit Committee, and SPREP Meeting.

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



cane field, Labasa, Vanua Levu, Fiji. Photo: © Stuart Chape

TABLE 1: IMPLEMENTATION AND MONITORING THE STRATEGIC PLAN (10 YEAR)

FREQUENCY	GOVERNANCE ACTIONS	REPORTING AND DECISION MAKING
Five Yearly	Independent Mid-term review	Considered and approved at the SPREP Meeting (SM)
	Final Term Evaluation	Considered and approved at the SM
Biennial	Annual Work Programme and Budget (AWPB), and indicative AWPB for alternate year.	Approved at the SM
	Performance Implementation Plan	Prepared by DG. Reviewed and approved at the SM
	Audit Committee Report	Prepared by AC Considered and approved at SM
Annual	Troika	Report to Members on key priority issues meetings with the Executive
	Risk Plan and Audit Committee	Prepared by DG, Internal Auditor, and Audit Committee Audit findings reported to the SM
	AWPB plus indicative AWPB for alternate year	Prepared by Directors Approved by the SM
	Alternate Annual (Non-SM Year)	Prepared by Directors Approved by the Executive Board
Semi-Annual	High Level Progress Updates	Prepared by SMT. Reported to the Troika Disseminated to Members

9.2 Results Planning, Performance Reporting and Learning Framework

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

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

The Framework will be developed in conjunction with the PIP.

9.3 Governance

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

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

LIST OF ACRONYMS

AC	Audit Committee	PICTs	Pacific Island Countries and Territories
AF	Adaptation Fund	PIFACC	Pacific Islands Framework for Action on Climate Change
APAN	Asia-Pacific Adaptation Network	PIMS	Pacific Islands Meteorological Strategy
AWPB	Annual Work Programme and Budget	PIP	Performance Implementation Plan
BBNJ	Biodiversity Beyond National Jurisdiction	PRP	Pacific Resilience Partnership
CBD	Convention on Biological Diversity	RIE	Regional Implementing Entity
CROP	Council of Regional Organisations of the Pacific	SAMOA	Small Island Developing States Accelerated Modalities of Action
DG	Director General	SDG	Sustainable Development Goal
EEZ	Exclusive Economic Zone	SIDS	Small Island Developing States
FRDP	Framework for Resilient Development in the Pacific: An Integrated Approach to Climate Change and Disaster Risk Management	SM	SPREP Meeting
GCF	Green Climate Fund	SPREP	Pacific Regional Environment Programme
GEF	Global Environment Facility	Troika	Advisory group of SPREP Members to the Executive comprising of past, current and incoming Chairs of the SPREP Meeting
MOU	Memorandum of Understanding	UN	United Nations
MEA	Multi-lateral Environment Agreement	UNCLOS	United Nations Convention on the Law of the Sea
NDCs	Nationally Determined Commitments	UNFCCC	United Nations Framework for the Convention on Climate Change
PA	Paris Agreement	WMO	World Meteorological Organization
PCCC	Pacific Climate Change Centre		



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