SPREP PROE

Thirty Second SPREP Meeting of Officials

2-4 September 2025

Sheraton Aggie Greys Hotel & Bungalows

PIP4 (2024-2025) Progress Towards Achieving PIP4 Strategic Outcomes by Strategic Goals

High Level Summary Report

Background

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

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

In 2024, a total of 123 outcome indicators were delivered through:

- Regional Goals via Programmes (69 indicators)
- Organisational Goals via Departments and Work Units (54 indicators)

These indicators will continue to be tracked through to 2026.

For this reporting period, progress is classified as either Achieved or Ongoing. The “Ongoing” status reflects indicators associated with activities that are either continuing, completed or were not completed in 2024. Reasons for incomplete activities include delays in implementation, lack of funding, and other operational challenges. The ongoing activities are expected to be completed in 2025.

Lastly, this report highlights the over-all Secretariat Performance in 2024 for PIP4 (2024-2025) shown in Figure 1.

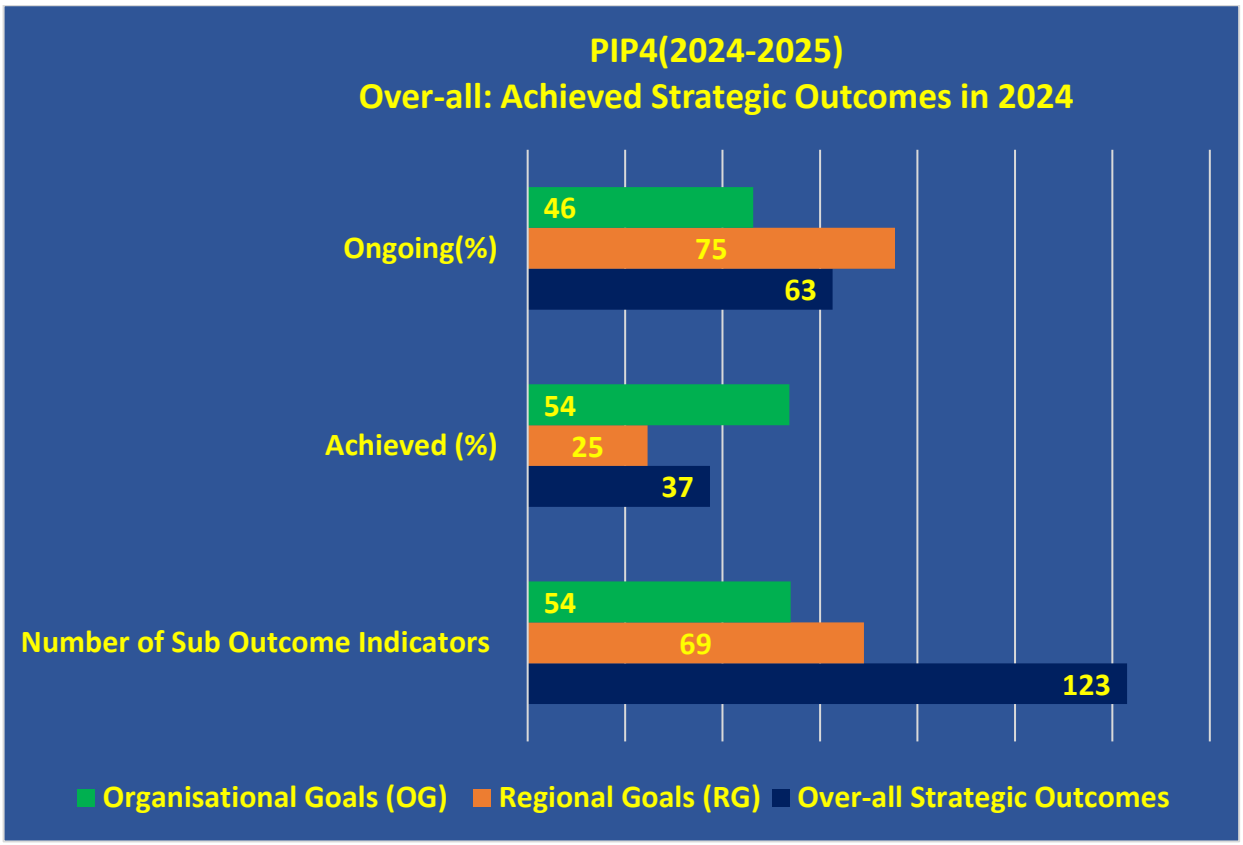
PIP4 (2024-2025) Performance by Strategic Outcomes

Overall performance for 2024

2024 is the 7th year of implementation of the Strategic Plan 2017-2026 and it is the 1st year implementation of the 2-year implementation of PIP4 (2024-2025). The overall SPREP PIP4 results against the 123 outcome indicators, comprising of 69 indicators for the Regional Goals and 54 indicators for the Organisational Goals are reported as follow:

- 37% (46/123) of the targets for PIP4 ACHIEVED
- 63% (77/123) are ONGOING

Figure 1: PIP4 (2024-2025) Achievement by Strategic Goals: Overall



Overall performance by Strategic Goals PIP4 (2024-2025)

The approved SPREP Strategic Plan 2017-2026 has four regional goals. These are:

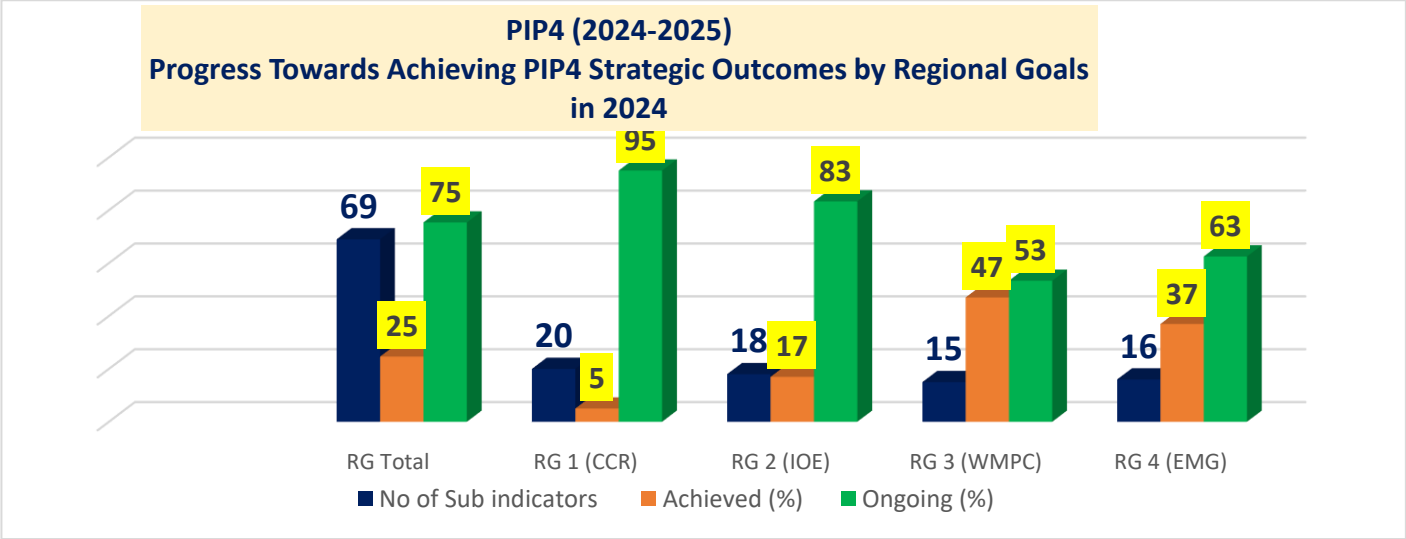
- Regional Goal 1: Pacific people benefit from strengthened resilience to climate change For Pacific island Member
- Regional Goal 2: Pacific people benefit from healthy and resilient island and ocean ecosystems
- Regional Goal 3: Pacific people benefit from improved waste management and pollution control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

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

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

In 2024, for the PIP4 (2024-2025) report on the strategic outcome achievements across the four regional goals, a total of 69 outcome indicators is used to calibrate performance for each of the four regional goals. Performance assessment is based on number of targets Achieved and Ongoing. (Figure 2).

Figure 2: Progress Towards Achieving PIP4 Strategic Outcomes by Regional Goals for 2024



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

Total outcome targets	Achieved	Ongoing
20	1	19

Overall, for Regional Goal 1, of the 20 outcome targets, fifteen (1) was Achieved, with five (19) Ongoing.

Notes for Ongoing indicators: (Examples of ongoing activities associated to its indicator undertaken which would be completed in 2025)

- Reviewing and or developing policies, legislations, strategic plans which would strengthen climate change resilience in 5 PICTs (Tuvalu, Nauru, Samoa, others)
- Implementing CCR-related capacity building activities in 21 PICTs (In-person, virtual, hybrid delivery mode) (PCCC) were Ongoing including the activities related to the Development of Sustainability Plan for Capacity Building through the PCCC
- Implementing Local Early Action Planning tool (LEAP) for community-based conservation solutions to reduce human vulnerability to climate change and land-based pollution in Micronesia. (IOE)
- Four (Samoa, Tonga, Nauru, and Kiribati) out of 5 PICs supported the development and or review policies, legislations and strategies that would strengthen NHMS operations. It was noted that the coordination with WMO was Ongoing through the PMDP supporting Samoa to develop National Framework for Weather, Water and Climate Services (NFWWCS) apart from NHMS,
- Conducted Country Specific gap assessment along the 5 key areas of Climate Services for Kiribati, Tonga, Nauru and Samoa. The assessment identified the gaps, in each country's leading to development of investment/support plan that will be executed from 2025 onwards by ClimSA project. Additionally, through VanKIRAP Project C band weather radar system installation commissioning was done for Vanuatu.
- Supporting research and knowledge brokerage in climate change-induced loss and damage to support operationalisation of the Loss and Damage Fund and inform identification of national loss and damage needs

Key achievements

Enhanced National Meteorological and Hydrological Services (NMHS) 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.

- 12 PICs have access to credible climate science information for planning, negotiation and decision making
- Strengthened the engagement capacity of Member States who are parties to the UNFCCC in the UNFCCC negotiation delivered through thematic area deep dive sessions, and preparatory meetings for intersessional meetings in Bonn, COP28 and COP29; support for additional negotiators on national delegations to COPs and amplifying Pacific priorities through the pavilion and communication.

Conference of Parties (COPs), ONE CROP and PSIDS

- The Pacific voice reaffirmed the following key messages:
  - ✓ Urgency of everyone's mission for 1.5 to stay alive and to continue to thrive, in solidarity for a green world.
  - ✓ For Small Island Developing States that these negotiations are existential and we cannot afford to leave any stone or barrier unturned.
  - ✓ Determining the New Collective Quantified Goals and that NCQG is not merely a climate investment target; it is fundamentally about enabling us as the most vulnerable to have easy access to the long-term resources and financing necessary to address the impacts of climate change that we are experiencing now and will increasingly experience into the future. The establishment of the NCQG must encompass adaptation, mitigation, and loss and damage, while also providing for readiness, capacity building, and technology transfer.

- Continued to further strengthen PIC negotiation skills through coordinated approach with an assigned PSIDS negotiator to lead thematic priorities, use of the One CROP approach to coordinate support from CROP agencies, and technical resources to provide real time advice

- Continued to strengthen PSIDS political leadership through the establishment of PSIDS Political Champions at COP26 (Glasgow Scotland, UK) Ireland) which continued in the next COPs

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

Total outcome targets	Achieved	Ongoing
18	3	15

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

Notes for Ongoing Indicators:

- Marine and coastal ecosystem management policies implemented in at least four countries. This was implemented in Vanuatu with most of the activities completed specifically on training(s), rapid biodiversity survey, capacity needs assessment coastal management programmes, among others. However, the marine and coastal ecosystem management policies have yet to be implemented.
- On NBSAPs - to revise their high level NBSAP targets (Fiji), review and update their NBSAP and 7th national reporting (Niue). KBA-relevant technical working groups facilitated in Fiji and Palau (not in Vanuatu).
- Planning for second year data collection for 2025 following the completion of the study and training for one year on the investigation of Vanuatu Wedge-tailed Shearwater as a potential sentinel species for monitoring plastic pollution ingestion rates of Seabirds in Sothern Hemispheres and tropical Pacific through Pacific BioScapes Programme
- Contracts are still underway on developing regional guidelines for best practice for species ecotourism for 2 PICTs

Key achievements

Reduced the impact of invasive species across Pacific Island members

- The socio- economic and ecological impact of invasive species on land and water ecosystems has been significantly reduced by controlling and eradicating priority species across the region. The Pacific Regional Invasive Species Management Support Service (PRISMSS) assisted seventeen of the twenty-one Member PICTs in-country in 2024, including improving biosecurity and Early Detection, Rapid Response, completely removing invasive rats and other pests from twenty-one islands, progressed the development of natural enemies for six regionally significant widespread weeds, amongst others. The PRISMSS core has been supported by the governments of New Zealand and the United Kingdom.
- For the first time a comprehensive guideline is available for managing wildlife tourism in the region covering all iconic marine species: dugong, whales and dolphins, sharks and rays, turtles and seabirds. In collaboration with SPTO the Responsible marine wildlife viewing guidelines A guide to industry best practice for viewing marine wildlife in the Pacific these guidelines will assist the Pacific become a more sustainable destination for watching marine species.
- SPREP provided significant support to its member countries and territories to reduce the impact of invasive species. 130 islands in the Pacific are now rat-free, with the delivery of an additional 28 rat eradication operations in the islands of Wallis and Futuna, Tonga, RMI, Tuvalu, and French Polynesia.
- The Pacific Regional Invasive Species Management Support Service strengthened and enabled to provide effective assistance to SPREP members, including the additional funding secured for the PRISMSS Restoring Island Resilience Project. The additional funding will fund a further 23 islands for rat eradication and will progress the continuity of support and extension of PRISMSS programmes into new countries and territories.

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

Total outcome targets	Achieved	Ongoing
15	7	8

Overall, for Regional Goal 3, of the 15 targets, eight (8) were Achieved, and five (5) Ongoing

Notes for Ongoing

- Resource recovery in one more PICT from waste implemented in 9 PICTs ((Cook Is, Fiji, FSM, Palau, RMI, Samoa, Solomon Islands, Tuvalu, and Vanuatu) through PWP, PAWES and ISLANDS projects
- Determining the measures to achieve 2% per capita increased diversion from landfill and or avoided being generated in at least 16 PICTs as well as to develop and implement waste prevention programmes under the PWP, ISLANDS, SWAP, and POLP projects.
- Strengthened relationships between public-private entities contributing to social and economic development of communities which are ongoing in PICTs- Samoa, Fiji, Solomon Islands, and PNG.
- Dissemination of information on the findings of the regional environmental waste monitoring system influenced decision-making on waste management and pollution control across PICTs

Key achievements

Supporting Pacific SIDS in global negotiations to end plastic pollution including in the marine environment – (Pacific Marine Litter Action Plan (MLAP) priority 1).

- POLP supported advancing the MLAP Strategic Action 1 which included supporting Pacific Island negotiators in the Intergovernmental Negotiating Committee Meetings. This also contributed to the International Legal Binding Instrument (ILBI) to end plastic pollution including in the marine environment through:
    - Provision of analytical briefs and advice to Pacific island negotiators taking into the account latest negotiation text developments, country positions, the INC Chairmans text and positions promoted by Pacific SIDs and the Alliance of Small Island States (AOSIS);
    - Assisting with the organisation and facilitation of Pacific Island Preparatory Meetings in advance of the INC 5 and 5.1;
    - Providing briefs, framing interventions and statements during INC 5 and INC 5.1;
    - Providing technical advice in the Pacific SIDS meetings and the AOSIS Meetings;
    - Facilitating bi-lateral meetings between P-SIDS and UN regional grouping as well as other SPREP members and partners;
    - Ensuring Pacific positions align with and promote POLP Outcomes;
    - Coordinating partnerships, and/or linkages to further POLP objectives at the INC.
    - Provision of communication and engagement support to Pacific island countries to address their single-use plastic priorities and amplify their One Pacific Voice at INC. This was achieved through news content development, op-eds, increased social media presence, captured images, side event support and communications resource development and distribution.

- Content development for INC which were published on the SPREP website, distributed to a mailing list of about 380 national, regional and international media outlets and agencies including the Pacific News Leaders group and to wider networks such as the Asia Broadcasting Union. They are also posted on the SPREP Facebook, Twitter, LinkedIn pages and shared by various local, regional and international partners.

Enforcement and compliance measures carried out to enforce the single use plastic ban regulation in Solomon Islands

- **Tonga's *National Single-use Plastic Roadmap*** was completed and launched at the 53rd Pacific Islands Forum Leaders Meeting in the Kingdom of Tonga. The Roadmap offers a systematic approach to implementing specific initiatives aimed at enhancing environmental cleanliness, reducing reliance and use of plastics, increasing plastic waste recycling and identifying and promoting alternatives to single-use plastics. Support will be provided to Tonga to implement some of the initial activities in the roadmap in 2025 and 2026. Tonga Launches its National Single-Use Plastics Roadmap in this link: https://www.sprep.org/news/tonga-launches-its-national-single-use-plastics-roadmap

Standards to phase out single use plastics in the tourism sector

- The standards to phase out single use plastics were developed in collaboration with the Pacific Tourism Organisation (SPTO) and in consultation with tourism sector stakeholders from the private sector, government, civil society and non-government organisations and development partners.
- The Standards were endorsed by the SPTO Board of Directors and launched by the Council of Tourism Ministers in Suva (in November) which:
  - provide direction and guidance to develop and implement national standards for single-use plastics phase-outs for Pacific island countries by acting as a benchmark for the tourism industry to assess current performance and to progressively build upon in areas requiring further development over time.
  - support countries and their tourism sector in becoming more sustainable through public and private sector partnerships and action.
  - create awareness and encourage visitors to travel responsibly.
- The certification framework and implementation toolkit for the standards will be finalised in April 2025, enabling implementation of the standards and certification programme from May 2025. SPREP engaged in South Pacific Tourism Exchange, advocates for Sustainable Tourism Development in the Pacific

  https://www.sprep.org/news/sprep-engages-in-south-pacific-tourism-exchange-advocates-for-sustainable-tourism-development-in-the-pacific

  Sustainable tourism regional consultations testament to Pacific partnerships in action
  https://www.sprep.org/news/sustainable-tourism-regional-consultations-testament-to-pacific-partnerships-in-action

Plastics Dialogue at 4th Clean Pacific Roundtable

- A Plastics Dialogue organised by the POLP PMU convened successfully at the 4th CPRT in Tuvalu. The dialogue brought together government officials from the Pacific Islands region, development partners, business and private sector representatives, researchers, academics and non-government organisations including women and youth to discuss the critical issue of plastic pollution the Pacific islands region and the regional and national efforts to address its impacts on the environment and human health. The key issues for the Pacific islands in the ongoing negotiations to conclude an international instrument to end plastic pollution including in the marine environment were discussed. The dialogue also exchanged information and view on the existing and pipeline activities in the Pacific islands region to reduce plastic pollution and how efforts could be streamlined to increase efficiency and reduce duplication.

The outcome(s) of Plastics dialogue

- Elevation of plastic pollution as an outcome of the CPRT include:
  - Enhanced coordination on the delivery of the *Pacific Regional Action Plan: Marine Litter (2018-2025)* by SPREP, as the regional lead agency.
  - Women engagement (through consultation, participation and collaboration). Around 14 of the 22 dialogue moderators and presenters (or 64%) were women.
  - Increased visibility of POLP in the plastics space through the successful Plastics Dialogue.
  - Inductions for POLP NPOs on the project, expectations and roles of their engagement.
  - Sharing of regional and national methodologies, lessons, activities to promote national action including through the launch of the POLP regional study reports.
  - Communications and stakeholder engagement activities successfully completed.
  - Youth and women engagement through the Tuvalu national schools competition.
  - Engaged development partners – World Bank, GIZ, USAID - and enhanced understanding of joint programming opportunities among the key actors providing support linked to Pacific priorities to end plastic pollution under the next iteration of the Pacific Islands Regional Action Plan: Marine Litter.

First Plastic Dialogue hosted in Tuvalu https://www.sprep.org/news/pacific-islands-gather-in-funafuti-for-first-ever-plastic-dialogue

Fourth Clean Pacific Roundtable Advances Journey towards Cleaner Pacific
https://www.sprep.org/news/fourth-clean-pacific-roundtable-advances-journey-towards-cleaner-pacific

Implementation of Used Oil Storage Facility in PICs

- **In Tonga, t**he SWAP Project, in close collaboration with the Department of Environment, Tonga, established a Used Oil Storage Facility at the Tonga Power Limited Plant. This included the procurement of two 27,000L Tanktainer, as well as personal protective equipment (PPE) and signage. The awareness materials

- highlighting the risks associated with used oil and the importance of proper disposal were developed.
- In Solomon Islands- improvement of daily operations of landfills with the acquisition of a backhoe loader for the Gizo Waste Disposal site in Solomon Islands; https://www.solomonstarnews.com/new-backhoe-for-gizo-town-council/
- In Vanuatu- provided assistance to upgrade the access roads to both Bouffa Landfill and Loganville Dumpsite

Strengthened institutional mechanisms at all levels for waste management and pollution control

- Through PacPlan and PACPOL - increased cross-sector awareness and strengthen arrangements related to the significance of the maritime sector in generating waste and creating marine pollution, as well as preventing, minimizing and managing both their own waste and that of other sectors.
- The participation of Pacific Maritime Administrations at the 4th Clean Pacific Roundtable 2024 in Tuvalu which is normally attended by the waste and environment sectors (including member regulatory and operational agencies). In promoting a circular economy approach to waste management, it is acknowledged that waste which cannot be effectively managed at the national level must be removed for appropriate treatment abroad. The shipping sector serves as the primary—and often sole—mechanism for facilitating this transboundary movement.
- Pacific One Maritime Framework (POMF - supported by SPC, IMO and SPREP) as a high-level strategy to address the future of the maritime sector. The POMF discussions at Pacific Heads of Maritime meetings drawn the two sectors together and raised significant opportunities for consistency, cooperation and collaboration. The discussion included strong expectations on climate change resilience, clean ports, marine pollution, invasives, waste management, and pollution response
- The POMF will become a companion strategy to the waste and pollution strategy after the endorsement by the Pacific Minsters of Transport in 2026. The maritime agencies are now equipped to work collaboratively within their own countries. Key outcomes should be better coordinated and more consistent national approaches to pollution control and management.
- The 4th Clean Pacific Roundtable (CPRT4) convened in Funafuti, Tuvalu, from 5 to 9 August 2024 focused on sustainable innovations for a clean environment, resilient ocean, and healthy communities. It is the first Roundtable to meet in person since the pandemic, noting that the previous one, convened virtually in 2021 hosted by New Caledonia. The Roundtable included more than 180 registered participants from 19 Members that included representatives of government, the private sector, civil society, research agencies, donor community, and partners, including agencies of the Council of Regional Organisations of the Pacific (CROP). The Roundtable was made possible with the leadership and generous hospitality of the Government and people of Tuvalu and received direct funding support from the Governments of France and Australia.

Regional Resource Collaboration, Complementarity, Networking, and Dissemination of Outcomes for Safe and Sustainable Waste Management Practices at the 4th Clean Pacific Roundtable

The Pacific Island countries and territories (21) engaged in the delivery of safe and sustainable waste management practices with commitments to prevent pollution-related issues that impact the health of the ocean and communities within the region. The Fourth Clean Pacific Roundtable (4CPRT) served as the vehicle to disseminate outcomes, promote regional collaboration, resource complementarity, and expanded working opportunities.

The 4CPRT guided by the theme "Clean Environment. Resilient Oceans. Healthy Communities" has closed with a renewed focus to strengthen regional cooperation, collaboration, coordination and partnerships amongst Pacific countries, donors and development partners and to share best practices to enhance waste management and pollution control in the Pacific region.

4CPRT key outcomes:

- Collated stakeholder inputs to ensure the delivery of CP2025 Implementation Plan with prioritised activities in the short-term.
- Promoted improved understanding of gaps and opportunities within the region and support the mobilisation of technical and financial resources to fill gaps in waste and pollution management.
- Promoted the establishment of new waste management networks.
- Engaged with existing regional networks in the waste and pollution sector to support improved coordination of actions.
- Commenced discussion on the Vision, Objectives, and Targets for the CP2035 or plus Strategy Development that will be undertaken in 2024 and 2025.
- Initiated commitment from donors and development partners to fund CP2035 Strategy development and desired activities to be included in the Strategy to receive ongoing funding support.

Fourth Clean Pacific Roundtable advances journey towards Cleaner Pacific
https://www.sprep.org/news/fourth-clean-pacific-roundtable-advances-journey-towards-cleaner-pacific
Tuvalu hosts Fourth Clean Pacific Roundtable
https://www.sprep.org/news/tuvalu-hosts-4th-clean-pacific-roundtable
Pacific Islands region waste management challenges under the microscope at Fourth Clean Pacific Roundtable
https://www.sprep.org/news/pacific-islands-region-waste-management-challenges-under-the-microscope-at-fourth-clean-pacific-roundtable
4th Clean Pacific Roundtable Report
https://www.sprep.org/sites/default/files/documents/circulars/Cir24-93_CPRT-Report_2024.pdf

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

Total outcome targets	Achieved	Ongoing
16	6	10

Overall, for Regional Goal 4, of the 16 outcome targets, twelve (6) were Achieved, and ten (10) Ongoing

Notes for Ongoing indicators:

- Updating the content management systems and user interface to increase available datasets over 30000 (GEF/UNEP Project on Enhancing Climate Data).
- Updating of a functional environmental indicator reporting tool with new information in 14 PICs to support the SoE, MEA, SDG reporting and other strategic reporting requirements
- In-country trainings for 3 PICs: Cook Islands (MEA Reporting), Fiji (MEA negotiations training) and Nauru (linkages of MEAs to SOEs), in-country training for Niue on the benefits of ratifying the Noumea Convention planned for 2025
- Support for Pacific countries in their domestic process to ratify the High Seas Treaty (BBNJ Agreement).
- Secure funding for SPREP and member countries to scale up the INFORM Project.

Key achievements

Charting Sustainable Futures – Rolling Out Strategic Environmental Assessments Across the Pacific

- Strategic Environmental Assessment (SEA) application gained momentum in the Pacific Islands region with interest from several countries. Unlike project-level environmental impact assessments, SEA operates at a higher level, evaluating the environmental and socio-economic implications of proposed policies, plans, and programs (PPP) before they're implemented. This training was rolled out to raise awareness and capacity building on this important decision supportive tool. The tool is about integrating environmental and socio-economic considerations into the very fabric of our decision-making processes. SEA is recognised in several international agreements including the recent treaty on Biodiversity Beyond National Jurisdiction (BBNJ) where it supports the treaty provisions on Environmental Impact Assessment. In, 2024, Kiribati and Cook Islands benefitted from SEA training workshops which were facilitated using SPREP's Regional SEA guidelines marking a significant step toward mainstreaming SEA in national planning frameworks. The SEA guidelines can be accessed at this LINK.

- Kiribati has been laying the groundwork for SEA across several years. The amended Environment Act 2021 now includes provisions for SEA, providing a legal basis for its implementation. Furthermore, the Kiribati Integrated Environment Policy (KIEP 2021-2036) recognises SEA as a key instrument for integrated planning and national decision-making. The Kiribati Ministry of Fisheries and Marine Resources Development (MFMRD), recognising SEA's potential in managing seabed mineral resources, made a request for capacity building on SEA through the SPREP focal point in the Kiribati Ministry of Environment Land and Agricultural Development (MELAD). The workshop brought together a diverse group of over 46 participants from various government departments, educational institutions, and private sector organizations. The workshop discussions reaffirmed the potential of SEA to address national challenges, such as resource management and climate adaptation, while ensuring sustainable development.

Participants identified the need for development of dedicated SEA regulations under the Environment Act 2021 and recommended establishing an inter-agency working group to coordinate SEA administration. The workshop outcome indicated commitment from Kiribati stakeholders to better integrate SEA into national planning processes, ensuring that environmental and social considerations are central to the country's development pathway.

- Cook Islands National Environment Service (NES) took a significant step forward in strengthening its environmental governance in national decision-making processes through a Strategic Environmental Assessment (SEA) training delivered by the Secretariat of the Pacific Regional Environment Programme (SPREP) in November 2024. The training proved particularly significant, coinciding with major environmental policy reforms in the Cook Islands. NES officials presented their new National Environment Policy 2022-2032, which outlined the pathway for strengthening environmental protection in the country considering SEA as a tool to support planning decisions. Key outcomes included recommendations for developing national SEA regulations, enhancing inter-agency coordination, and building technical capacity. The workshop concluded with forward-looking discussions on integrating SEA into national planning processes.

SPREP Strengthens its work programme on Geographical Information Systems (GIS) for Member Countries

- The effective use of Geographical Information Systems (GIS) helped drive informed decision making for sound environmental management through data analysis, mapping and enhanced research skills and innovation. Capacity building program were delivered in the following countries in 2024:
- Key stakeholders in Vanuatu have enhanced their capacity on Geographic Information Systems (GIS) and environmental data management (Including the Vanuatu Environment Data Portal) tools for effective planning and decision-making at national, sectoral, and community levels. Participants gained a foundational understanding of GIS tailored to Vanuatu's unique environmental, economic, and social contexts. The training equipped them with practical skills in data capture, spatial analysis, mapping, and reporting, which are crucial for monitoring biodiversity, manage natural resources, and promote sustainable development. By strengthening capacities in these areas, it enables Vanuatu to balance development needs and sustainable resource management will be strengthened. The training in Port Vila contributes to improved planning and decision-making for the protection and management of important ecosystems across Vanuatu. Full story: https://www.sprep.org/news/gis-training-enhances-data-analysis-and-mapping-capacity-in-vanuatu
- The Fiji capacity building workshop was one of a series of capacity building activities led by SPREP to enable its Pacific Island Members fulfil their commitments to multilateral environment agreements, including the use of spatial technology for developing evidence-based rationale for strengthening natural resource management and conservation. Fiji believes that the region can revolutionise how we understand, monitor, and protect our natural heritage. With GIS skills gained from the training, this allows participants to map, analyse and visualise complex environmental data and provides crucial insights for informed decision-making with operational efficiencies for stakeholders at national, sectoral, and community levels. Full story: https://www.sprep.org/news/sprep-gis-training-programme-build-fijis-capacity-for-natural-resource-management-and-conservation

SPREP and Monash University partnership agreement for the protection of the environment

- The Secretariat of the Pacific Regional Environment Programme (SPREP) and Monash University have strengthened their collaboration for the protection of the Pacific environment through the signing of a five-year Memorandum of Understanding (MOU). This strategic partnership aims to foster joint research, capacity building, and knowledge exchange to support sustainable environmental management across the Pacific region.
- SPREP welcomed two visits from over 160 students and staff of Monash University to its headquarters campus in Samoa. The visits were part of Monash's Global Immersion Guarantee (GIG) program, which brought students to the Pacific region to explore the interconnections between environment, society, and technology. The program aimed to deepen understanding of human impacts on the environment and how to strike a balance between environmental protection and sustainability within broader economic and social development goals. As the region's key inter-governmental agency for environment and sustainable development, SPREP staff from across its key thematic areas shared and provided insight to the work of SPREP, its current efforts and innovations to support the achievement of environmental protection and sustainable development in the Pacific. The students were engaged in several practical and group activities including a hackathon to foster knowledge sharing on Pacific Island culture and environment. The outcome of this strong engagement was the formalization of a partnership agreement with Monash University and SPREP to collaborate on areas of mutual interest including global advocacy on climate change and environmental issues, professional academic exchanges, graduate research programmes and more.
  https://www.facebook.com/photo/?fbid=982318430589897&set=pcb.982319883923085

Strengthening Pacific lawyers understanding of environmental law

- The role played by environmental law professionals in implementing and enforcing Multilateral Environmental Agreements (MEAs) to ensure compliance, and address legal disputes related to environmental degradation, is critical in fostering regional cooperation to address the unique environmental challenges faced by Pacific countries.
- SPREP, UNEP, and the IUCN jointly coordinated a three-day workshop held in Fiji. Attended by lawyers from Fiji, Kiribati, Niue, Solomon Islands, Tonga, Vanuatu, Samoa, Tuvalu, and Nauru, the workshop equipped participants with skills and knowledge needed to support their countries to address pressing environmental challenges including pollution, biodiversity loss and climate change. UNEP highlighted the key role of legal professionals in addressing the triple planetary crises of climate change, biodiversity loss and pollution. This capacity building delivery supported to improve national environmental governance and the ability to meet international obligations.

Samoa and Vanuatu Launch their latest National State of Environment (SoE) Reports

- SPREP supported the development of the latest national State of Environment (SoE) Report for Samoa, the country's fourth SoE report. Samoa's SoE report is a milestone that reflected Samoa's commitment to its natural environment. Four thematic areas and 29 indicators were assessed through the Drivers, Pressures, State, Impact and Response (DIPSR) framework. The process provided valuable lessons for other Pacific Island nations facing similar environmental challenges. Samoa's SoE report outlines the current state of Samoa's natural and built environment and will guide Samoa's national efforts to protect and sustainably manage its natural resources towards a sustainable future. The findings of the report have been considered critical to shaping a sustainable environmental

future for Samoa. The Fourth Samoa SoE Report was launched in September 2024 in Apia, Samoa.
https://www.sprep.org/news/samoa-launches-its-fourth-national-state-of-environment-report-and-national-environment-sector-plan

- SPREP also supported the development of Vanuatu's SoE report which is the country's first national SoE report. Vanuatu's environment continues to be affected by global drivers, especially climate change, which is now impacting the livelihoods of many communities. Seven thematic areas, 28 indicators, and 34 sub-indicators were assessed through the Drivers, Pressures, State, Impact and Response (DPSIR) framework. National consultations provided the data and validated the outcomes presented in their State of Environment Report. The Vanuatu SoE Report provides the latest check on the threats, the state, and the impacts on Vanuatu's environment and the response in mitigating the threats and managing human actions. The SoE report serves as a foundation and blueprint for implementing strategies that balance economic development with environmental sustainability, ensuring the protection of Vanuatu's natural heritage for generations to come. Furthermore, the report is a legal requirement under the Environmental Management and Conservation Act No. 12 of 2002 (now the Environmental Protection and Conservation Act [CAP 283]). The Vanuatu SoE report was launched in September 2024 at the Seventh pacific Meteorological Council (PMC-7) Meeting in Port Vila, Vanuatu.
https://www.sprep.org/news/vanuatu-launches-its-first-state-of-the-environment-report-a-roadmap-for-a-sustainable-future-for-its-people

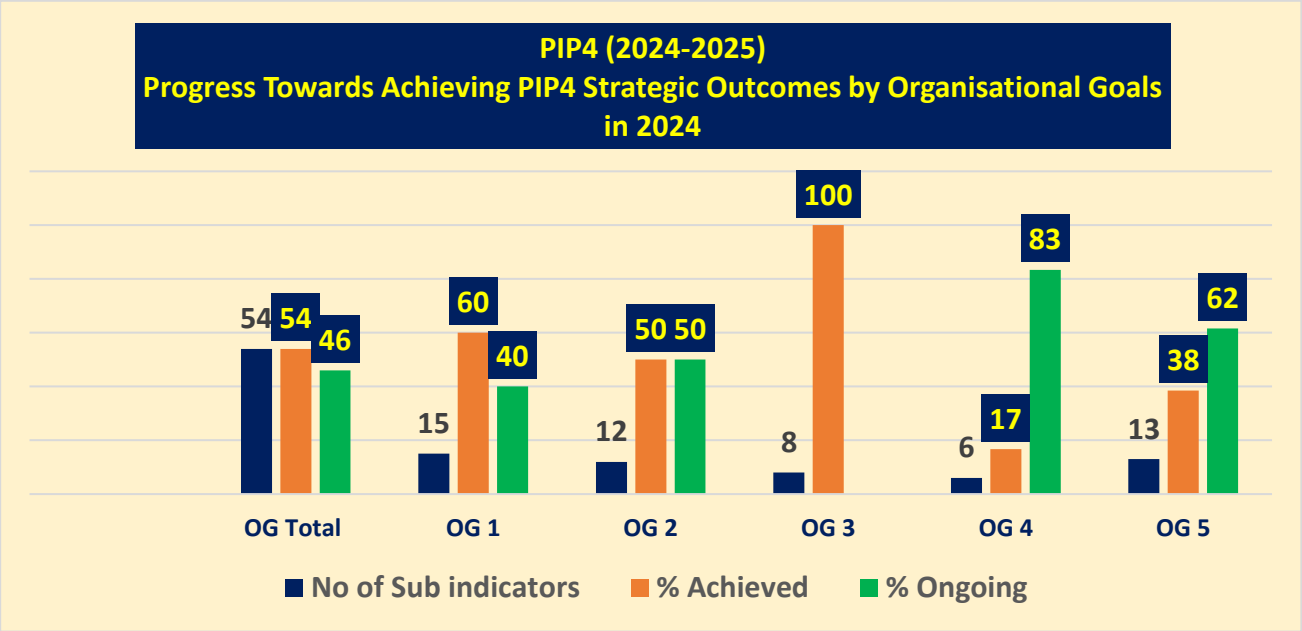
ORGANISATIONAL GOALS

The organisational goals outlined in the Strategic Plan 2017-2026 require the Secretariat to strengthen and realign its institutional capacities, competencies, processes, and systems to best support Members by delivering more integrated, responsive, and cost-effective services to Members and partners and by better coordinating regional efforts. It is expected that by 2026, SPREP should adapt, respond, and develop to ensure the trust and confidence of our members, partners, and stakeholders within the organisational strategic priorities through:

- Organisational Goal 1: SPREP has information, knowledge, and communications systems that get the right information to the right people at the right time and influence positive organisational, behavioural, and environmental change.
- Organisational Goal 2: SPREP has multi-disciplinary processes in programme delivery and in supporting Members to develop national and regional policies and strategies.
- Organisational Goal 3: SPREP has a reliable and sustainable funding base to achieve environmental outcomes for the benefit of the Pacific islands region and manages its programmes and operations to stay within its agreed budget.
- Organisational Goal 4: SPREP is leading and engaged in productive partnerships and collaboration.
- Organisational Goal 5: SPREP has access to a pool of people with the attitudes, knowledge, and skills to enable it to deliver on its shared regional vision.

For this year's PIP4 (2024-2025) report on the strategic outcome achievements across the organisational goals, a total of 54 outcome indicators is used to calibrate assessing performance for each of the five organisational goals. Performance assessment is based on the number of in targets Achieved, and Ongoing in Figure 3. Notes on the Ongoing Indicators are highlighted in each Organisational Goal.

Figure 3: P Progress Towards Achieving PIP4 Strategic Outcomes by Organisational Goals for 2024



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

Total outcome targets	Achieved	Ongoing
15	9	6

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

- Digital availability of 50% of SPREP's legacy collection to users. Ongoing activities include:
- Implement SPREP Information and Knowledge Management Strategy
- Increase IKM staff resources and capacity including the recruitment of a KMS in 2025
- Review of existing policies in 2025
- Review of interoperability standards and mainstreamed into project development activities.
- Implementing the SPREP ICT Strategy
- Active involvement of IT in strategic advisory groups and committees
- Reviewing and updating interoperability standards
- Reviewing IT policies and internal peer consultations
- Improved interoperability in sub-regional offices
- Capacity building to support communication outreach activities which are guided by sustainable environmental practices such as a) paperless, b) support banning single use plastics, c) e-newsletters, among others.

Key achievements

Digital Transformation Initiatives, Embarking on Artificial Intelligence and E-Learning Platforms

- Continuous digital transformation initiatives were undertaken towards improved efficiency and effectiveness of SPREP systems and processes by taking advantage of the benefits provided through advancements in technology.
- Artificial intelligence through search chatbots effectively implemented in improving the discoverability and collation of information from SPREP information resources and overall user experience engagement with SPREP online services. Advances in the virtualization space continues to be explored and adopted, with IT leveraging the benefits of containerized application developments for portability of applications and security. SPREP's new website is developed as containerised applications hosted and secured by Cloud-based services. (ICT Strategy Goal 1 Objective 1.1, 1.10, Goal 3 Objective 3.9, 3.11)
- Improvements to IT infrastructure completed and continuous to meet current business demands and future proofing for growth and future changes in SPREP business, ensuring business continuity and disaster recovery. Internet Bandwidth increased with the installation of Starlink Enterprise unit providing quality of service in addition to current ISP internet connections improving redundancy and resilience of internet connectivity. Local Area Network connections increased from 1GBps to 10GBps improving user access and reducing latency. (ICT Strategy Goal 1 Objective 1.5)
- Security posture of the organisation strengthened through continuous review and improvements to its multi-layered and defense-in-depth approach to mitigate cybersecurity threats. Systems and security appliances upgraded and patched, Identity management and authentication and email security through Microsoft 365, Endpoint security enforced with ESET Endpoint security and Cloud security. Hardware authentication keys implemented for administration staff enforcing user multifactor authentication across the organisation. (ICT Strategy Goal 2 Objective 2.4, 2.6, 2.7, 2.13)
- Successfully delivered technical oversight and development services to members on their technological priorities. Successful technical development oversight provided for the development and implementation of a weather mobile app for Tonga National Hydrology and Meteorological services. IT team onsite in Kiribati and Nauru NHMS's to assist with their IT Needs assessments and launch of the Nauru Met website developed by SPREP. (ICT Strategy Goal 4 Objective 4.1, 4.10)
- Enhanced eLearning platform implemented by SPREP IT with support from WMPC and EG for SPREP developed courses. Currently hosting the PacWaste plus courses with IT and EG courses to be included in 2025. An initiative to provide an effective, accessible and sustainable platform to build the capacity of our pacific community. (ICT Strategy Goal 4 Objective 4.9, Goal 5 Objective 5.12)

Enhanced Discoverability and Accessibility of SPREP Knowledge Resources

- SPREP significantly improved the discoverability, accessibility, and sharing of its information and knowledge products – empowering member countries, stakeholders, and the wider Pacific community to make informed decisions, shape policy, and promote sustainable environmental management.
- SPREP actively fostered direct community involvement through targeted knowledge exchange initiatives—most notably the seabird conservation outreach in Samoa. These efforts promoted greater awareness of biodiversity and the importance of ecosystem protection, empowering local communities to participate in sustainable environmental stewardship. Seabirds in Samoa Take Centre State in Knowledge Exchange
- SPREP successfully promoted environmental awareness among youth and educators through its inaugural Information Day held on the island of Savaii, Samoa. The event brought together students and teachers in an interactive setting that highlighted the importance of environmental protection and showcased SPREP's vital role in safeguarding the Pacific region's natural heritage. By fostering curiosity and knowledge among the next generation, SPREP continues to build a foundation for long-term sustainability and community-driven conservation. SPREP Takes Environment Protection Message to Students on the Big Island of Savai'i

ONE Pacific voice remained strong and amplified in the global stage at the 29th COP

- Pacific voices remained strong and united as COP29 negotiations in Baku, Azerbaijan, stretched into their final hours to deliver a new climate finance package as the clock ticks towards an uncertain deadline for the conclusion of the latest climate change negotiations in Baku, Azerbaijan.
- Pacific voices remained loud and clear in the negotiation rooms, as leaders, negotiators, and delegates from the region continued to fight for the survival of their communities—those living on the front lines of climate change.
- Pacific countries are amongst vulnerable nations seeking $1.3 trillion to deal with damage from climate change and to adapt to it. The figure is being debated along with other details such as how much is grants or loans, and who contributes.
- Samoa, as Chair of the Alliance of Small Island States (AOSIS), reminded that the stakes were incredibly high as COP29 work to deliver a package that meets the world's urgent needs.

Moana Pavilion strengthened Pacific unity at COP29 in Baku, Azerbaijan

- Unified Pacific voice is critical at COP29 in Baku, Azerbaijan with no other space where this was more evident than the Moana Blue Pacific Pavilion, considered "an oasis" for more than 300 Pacific delegates.
- With over 70,000 registered participants, COP29 is the second largest COP ever, making a collective voice essential.

- Part of that collective strength has been the convening since COP26 of a group of high-level political climate champions. At COP29, the champions include the Prime Minister of Tonga, Hon. Hu'akavameiliku Siaosi Sovaleni, who is also the Chair of the Pacific Islands Forum. As the climate finance champion, he was in strong demand at a COP which has a firm focus on climate fiancé.
- The Pacific Pavilion and the Pacific Delegation Office, managed by the Secretariat of the Pacific Regional Environment Programme (SPREP) in partnership with the Governments of New Zealand and Australia, enables our Pacific Islands to strategise, coordinate, and prepare for the ongoing negotiations.
- The Pavilion served as an oasis to many delegates, where they come and refreshed, express our concerns, invite visitors to talanoa and hopefully they will take the messages we have for the world and continue to amplify our Pacific voices."
- SPREP underscored the importance of this solidarity during an online briefing the week with Pacific journalists.
- As participants to COP 29 who admired "When you are in this space, you gravitate to each other even more," she said. "All 14 Pacific countries here share the same message and don't depart from it. We see ourselves as Pacific people—all in this together."
- The Pacific delegation also has an office for bilateral and high-level coordination meetings where describes it, "The Moana Pavilion is where we gather, where we're strong, and where we're heard."—Sera Sefiti, Guest Editor, Pacific State of Play@COP29
- Over 80 side events and 105 pieces of content were shared through a Pacific news channel across 21 Pacific Islands broadcasters from a team of seven that were selected from the training.

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

Total outcome targets	Achieved	Ongoing
12	6	6

Overall, for Organisational Goal 2, of the 12 outcome targets, six (6) were achieved, and six (6) were Ongoing.

Notes for "Ongoing" indicators

- Three out of 18 CTSPFs (American Samoa, Nauru, Vanuatu) signed with high level strategic priorities clearly articulated, aligned to national and regional environment priorities.
- Improving the services provided to PICTs through the delivery of integrated programmes adopting transformative environmental leadership in the region
- Enhancing SPREP's project management policies-procedures-systems was ongoing with achieved and continuing activities
- SPREP MEL (Monitoring, Evaluation and Learning) Policy is nearly finalised and approved. The policy is in a draft and has undergone reviews with staff inputs.

Key Achievements

Accessing Climate Finance

- Increased number of projects approved from 4 to 14 projects with 2 full size projects (Vanuatu and FSM) including under implementation and those moving into planning stage with a total funding estimated as USD 273.5m and amount of funding received
- SPREP in its role as an Accredited Entity to the Green Climate Fund and the Adaptation Fund continued to assist Member countries improve access to finance to address their respective climate ambitions. Whilst this has been challenging, particularly with accessing Green Climate Fund (GCF) finance, there have been several achievements made. The support provided to Pacific Island Countries by SPREP through the SPREP Project Coordination Unit and the SPREP CCR included:
    - Two full-size projects under implementation (VanKIRAP & the FSM AF)
    - Two NAPs project under implementation (Nauru & Tuvalu)
    - Three Readiness (RMI and Niue Readiness 2 and SI readiness I) under implementation
    - Two NAP projects under development (FSM & Niue)
    - Six full size projects under development

  The PCU portfolio of pipeline projects has a total cumulative value of USD 112,412,579 (refer to Table below) with a breakdown of projects:
    - Under implementation = USD 34,675,917
    - Under development = USD 76,764,652
    - Two completed and closed = USD 972,010

New Zealand MFAT funding

- SPREP PCU capacity strengthening continued with funding secured through the current grant funding support from New Zealand Ministry of Foreign Affairs and Trade which supported the recruitment of a Portfolio Officer, to improve reporting on SPREP's portfolio, supporting SPREP's accredited entity function, improving safeguards (including gender and social inclusion) and delivering capacity development to Pacific Island Countries.

Global Environment Facility

- SPREP as an Executing Agency of GEF working through UNEP as the GEF Implementing Agency continued to implement GEF funded projects including the GEF Regional Invasives Project to strengthen national and regional capacities to reduce the impact of Invasive Alien Species on globally significant biodiversity in the Pacific; the GEF Inform Project to strengthen environmental data for reporting to MEAs and inform decision making; and the GEF ISLANDS Project to prevent the build-up of POPs and mercury materials and to manage and dispose of existing harmful chemicals and waste across Pacific SIDS.

Strengthened internal processes for programme delivery

- Internal coordination cross programme/department continued to be strengthened through the:
    - People Strategy implementation which involves SPREP SLT, staff and the Staff Advisory Committee;
    - Blue Team which provides a coordinated approach to matters relating to coastal, marine and ocean governance. It is the forum that provides policy and technical

advice on regional and international ocean related processes such as PIRT, BBNJ, 2050 Strategy, UN Ocean Conference, INC1 and 2.
  - Partnership and Resourcing Reference Group (PRRG) continued to assess new partnerships for all of SPREP including possible areas for new strategic partnerships.
  - The CTSPF Task Force supported the CTSPF process in Marshall Islands, Vanuatu, and Niue respectively. Palau was the first country to have completed and signed its CTSPF in 2023.
  - The SPREP Project Review and Monitoring Group continued to review and appraise new project concepts and proposals developed by SPREP to ensure projects are strategically aligned to the SPREP Strategic Plan and national priorities.
  - The Risk Committed regularly monitored and tracked Enterprise Risks and mitigations actions implemented.

- **Strengthened governance and corporate policies**

  - The review of the SPREP 2016 Gender Policy that started in 2023 is further refined to finalise the revised Gender Policy in 2025. The newly recruited SPREP Gender Policy Adviser led by the further review of the policy with the Gender, Equality, Inclusion, and Mainstreaming Group. At project level, integration of gender disaggregation was in practice. A series of training on Gender, human rights and social inclusion were carried out for SPREP staff, Members and project stakeholders through PCCC, Kiwa Initiative, SWAP, and other SPREP projects.
  - On-going review of the SPREP Fraud Prevention and Whistleblower Protection Policy which will help in strengthening SPREP's capacity in ensuring highest level of ethical standards are applied in all its operations.
  - Government of Australia provided additional funding for actions identified in the DFAT Due Diligence Assessment in order to improve SPREP's risk rating including further strengthening of due diligence capacity.

Shared accountability in Monitoring, Evaluation and Learning (MEL) and Results-Focused reporting in PIC engagements

- Results-focused reporting leads shared accountability in adopting MEL platform in processes for existing regional, national, or institutional mechanisms as shown on the assessment of the operationalisation of FRDP 2017-2030; initiating CTSPFs engagements; and aligning country's existing framework in Kiribati, Nauru, and Vanuatu on adopting M&E elements to regional frameworks such as FRDP 2017-2030, SDG 2030, Samoa Pathway, NDC Hub targets

- Active CROP engagements on MEL platform as part of the MERL Working Group for 2050 Strategy for Blue Pacific Continent as well as for FRDP's PRP Taskforce

- Periodic M&E learning sessions provided to staff aimed at increasing understanding on the fundamentals of MEL including results-focused reporting. Over 100 staff including PICT staffs (Vanuatu, Kiribati, Nauru, and Tuvalu), HQ staff and regional staff (outposted) received in-house learnings on Theory of Change, M&E System, Results Reporting, Performance Implementation Plan, Risk Management, Project cycle and M&E through IT-KM facilitated sessions and staff inductions.

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

Total outcome targets	Achieved	Ongoing
8	8	0

Overall, for Organisational Goal 3, all of the 8 outcome targets were achieved in this year's reporting.

Key achievements

Financial performance continued to improve

- Linked to the Audited Financial Report 2024, although in the early phases of implementation, the priorities outlined in the Finance and Resource Sustainability Strategy began yielding tangible results in 2024. Despite challenges related to inconsistent programme delivery, which continues to impact the Core budget throughout most of the financial year, financial performance remained strong overall by year end. This was driven by improved income from membership contributions and programme charges, alongside rigorous expenditure monitoring, effective foreign exchange risk management, and successful cost recovery efforts. Collectively, these measures contributed to a financial surplus of USD $660,824 for 2024. Consequently, this strengthened financial position supported a continued rebuilding of reserves, which increased to USD $3 million at year-end, up from USD $2.3 million in 2023.

Substantial increase in reserves

- Directly linked to its positive financial performance for 2024, the Secretariat achieved another important milestone in 2024, with reserves growing to approximately USD $3 million (2023: USD $2.3 million). This progress is vital for ensuring that SPREP maintains a robust reserve base and adequate budgetary contingency. Aligned with the 2025 Core Supplementary Budget of USD $10.2 million, the reserves position not only remains positive but also exceeds the policy requirement of maintaining reserves at 25% of the budget, thereby supporting the financial framework for the new fiscal year.

Fiduciary Systems & Financial Reporting Donors/ Partners

- All audits and verification/assurance engagements completed in 2024, including the annual SPREP audit, yielded positive results. These outcomes reaffirm the effectiveness of SPREP's fiduciary systems and underscore its commitment to transparent and efficient financial management. They also highlight SPREP's strong risk management practices, internal controls, and adherence to appropriate audit procedures.
- In 2024, all donor financial reporting requirements were met in a timely and accurate manner. Additionally, audit reports both for SPREP and its administered projects, were uniformly positive, further validating the integrity and reliability of financial management processes for the Secretariat.

Additional Funding Sources

- The impact of the Finance and Resource Sustainability Strategy, though still in its initial stages, is already evident in the increased financial support recorded through programme support fees and cost recovery as well as increased membership contributions. Notably, collections from Programme Support Fees rose to USD $2.9 million in 2024, up from USD $2.4 million in 2023, reflecting successful diversification and enhancement of funding sources.
- 2024 also noted key support secured through funding from NZ Government of NZD$15.2 mil for policy, operational support, and priority activities and Digital Transformation, to enhance efficiency and security in operations as well as GBP 3,000,000 (~USD 3.6 million) from the UK Government as Core Funding support to help bridge the 2024-2025 budget gap, as well as supporting strategic planning for the next 10 year period and to achieve People strategy objectives under the Remuneration Review.

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

Total outcome targets	Achieved	Ongoing
6	1	5

Overall, for the Organisational Goal 4, all of the six (6) outcome targets were achieved in this year's reporting and five (5) were ongoing

Note(s) on the Ongoing indicators

- Exploring and developing new strategic partnerships that will contribute to the Strategic Plan 2017 – 2026
- Initial review conducted in December 2024 and will be tabled for PRRG review and endorsement by SLT in June 2025
- Conduct a SPREP Partnership Survey to gauge feedback from partners though Partners Dialogue and other channels in Q2 2025
- TA for Partnerships and Engagement Strategy underway and will scope pathways for resource mobilisation through partnerships, as well as link to relevant areas of Sustainable Financing and Resourcing Strategy
- Identify and explore resource mobilisation opportunities guided by the SPREP PERMS and the draft SPREP Sustainable Financing and Resourcing Strategy.
- Continue to engage and contribute to key CROP forums in line with SPREP's mandate and Leaders' priorities.
- Provide sufficient legal advice to staff and management to ensure legal protection in SPREP's engagements across programmes and department.
- Ensuring that standard obligations under contracts and partnership agreements are maintained across programmes during legal reviews. Any proposed amendments to the contract terms and conditions will be carefully considered and negotiated by the Legal Department before they are incorporated.
- Update environmental legislative reviews published for Members in 2018 as a resource to Member countries, staff, and public users.
- Priorities with strategic pathways to be identified under the Partnerships and Engagement Strategy

Key Achievement(s)

The Partnership Dialogue underscored the importance of SPREP and partners in working together collaboratively to address the triple planetary crisis of climate change, biodiversity loss and pollution. The Partnership Dialogue was structured around four thematic partnership types of (i) donor partners; (ii) technical scientific and research partners; (iii) implementation partners; and (iv) multilateral financing institutions and philanthropies.

SPREP continued to work together with its Partners in delivering policy advice, technical assistance, capacity building and training, innovation and research, knowledge brokerage, networking and facilitating access to multilateral and bilateral funding to implement regional and national priorities in the four key strategic priorities of SPREP on climate change resilience, islands and ocean ecosystem, waste management and pollution, and environmental monitoring and governance.

Joint partner events at COPs (COP29, COP15); bilateral engagements led by Executive/Director levels; SPREP representation on partner speaking engagements at COPs including with Australia, NZ, WMO/SOFF, MDBs-World Bank, ADB, GCF, GEF, FAO, UNEP

SPREP partnerships continued to grow with eleven partnerships established in 2024 with the following organisations:

a) Four New partnerships with three partnership renewals since 2024.

- Environmental Investigation Agency
- Institut de Recherche pour le DÃveloppement (IRD)
- Pacific Aviation Safety Office (PASO)
- Griffith University

b) Renewed partnerships

- GBRF (Great Barrier Reef Foundation)
- SOFF (Systematic Observations Financing Facility)
- TNC (The Nature Conservancy)
- FFA (Forum for Fisheries Agency)

Continued leadership on regional coordination, partnership networks, and global engagement

At the global level, SPREP continued in collaboration with CROP and partners supported Pacific SIDS' engagement at multilateral environmental processes including at the UNFCCC COP28; the second and third sessions of the International Negotiating Committee on plastic pollution including in the marine environment; and the Biodiversity Beyond National Jurisdiction.

- The SPREP Climate Change Resilience Programme continued to provide technical support and advice to Pacific SIDS that are Parties to the UNFCCC and led the One CROP team (including PIFS, SPC, FFA and USP) in implementing the Pacific Voyage Plan at COP29.
- SPREP in its role as the Secretariat of the PIRT continued to promote and coordinate the implementation of the Pacific islands regional framework for Nature Conservation amongst the PIRT Membership.
- SPREP is the Secretariat for Noumea Convention

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

Total outcome targets	Achieved	Ongoing
13	5	8

Overall, for the Organisational Goal 5, of the thirteen (13) outcome targets, five (5) were Achieved, and 8 Ongoing.

Notes for Ongoing

- Updating the Recruitment and Selection policy
- "No-more-than-6-months" recruitment has to be instituted
- The trial of delegation of the Recruitment and Selection process to Programmes and Departments was extended for all of 2023 for a better comparison. The final review and updates with lessons learnt will be completed in 2024;
- The implementation of the recommendations from the Remuneration Review
- Capability budget of 5% Payroll appropriated for leadership and capacity building programmes for staff

Key achievements

Staff retention at 87% and recruitment in project positions increased

- In 2024, the retention rate was 87% with a target of 70%. There were a number of projects completing while several new projects kicked off.
- Recruitment process kickstarted for six Senior Leadership Team (SLT) positions, majority due to the requirements of the 6-Year Rule as well as new and revamped ones incorporating the restructuring process. A key initiative in this process is the engagement of the Troika as part of the recruitment and selection process for all SLT. This is to facilitate Troika engagement as representatives of our Members in Leadership level guidance and processes
- The Remuneration Review has been facilitated by the Secretariat with the Members Working Group (Australia, Cook Is, New Zealand, Samoa, Tokelau and UK) leading the process. An invitation was circulated to other Members to join as they wished since it was an open Working Group for any interested Member.
- Strategic Pay of New Zealand was engaged in August 2024 to carry out the independent review of the Secretariat's staff remuneration and employment conditions with completion expected at end of October 2024.
- The contract has been extended three times with the final end date set for 2 May 2025. This has been mainly to allow more time for Members to provide feedback into the review.
- The contract with Strategic Pay completed on 2 May 2025 with the final report expected to be circulated to the Members Working Group by end of the week of 5 May 2025. The Members Working Group will meet to consider the report and its recommendations, including next steps for seeking Members decision.

Constructive, empowering and results-oriented culture

- As the Secretariat continues to evolve, it is essential that we embrace change to realign with our strategic goals and reaffirm our commitment to continuous improvement across the organisation. This includes fostering a dynamic and responsive workplace culture that anticipates the shifting demands of both the global and regional environment—on our work, our people, and our purpose.
- By proactively adapting to these changes, we not only strengthen our operational effectiveness but also lay the foundation for our next Strategic Plan. This forward momentum will ensure that we remain relevant, resilient, and impactful in delivering on our mission for the Pacific region.
- The institutional strengthening of the Secretariat continued with restructuring and strategic realignment to ensure that we remain relevant, agile and resilient.

Key developments include:

- Renaming the Island and Ocean Ecosystems (IOE) Programme as the Biodiversity and Conservation (BC) Programme
- Formalising the Strategic Planning, Partnerships and Resource Mobilisation (SPPR) Department
- Establishing the new Climate Science and Information (CSI) Programme with the transfer of the Climate Science and Meteorology functions and staff from the Climate Change Resilience (CCR) Programme
- Renaming the Environmental Monitoring and Governance (EMG) Programme as the Environmental Governance (EG) Programme
- Restructuring the Legal Unit as the Legal Services and Governing Bodies Department (LSGB) Department with inclusion of institutional policy oversight and coordination.
- Transferring of the Noumea Convention Secretariat functions from EG Programme and the Waigani Convention Secretariat functions from the Waste Management and Pollution Control (WMPC) Programme to the LGSP Department.
- Transferring of the Administration function from the Finance Department to the Human Resources Department to consolidate and strengthen our approach to Workplace Health, Safety and Security.
- Implementing changes to reporting and administrative processes.

Capability and Capacity Building continued despite limited budget

- In line with our dedication to ongoing workplace improvements and to support our staff through the People Strategy initiatives, the following are some key improvements to staff terms and conditions, while awaiting the outcome of the Remuneration Review:
  - A 3% performance bonus paid out to all staff.
  - Granting of a Gratuity Allowance for all national EPAI employees.
  - Granting of a Location Allowance for Fiji-based EPAI staff.
  - Renewal of Medical Insurance with additional and improved terms and conditions and Increased Overseas Medical Evacuation cover.

- In line with SPREP's commitment to creating an empowering and enabling working environment, a range of activities were implemented to promote diversity, inclusiveness, and workplace wellbeing. These included Welcome Back at beginning of the year, Easter Devotion across the different campuses, Gift of Time for Mother's Day, Pinktober in collaboration with the Gender Equity, Inclusion and Mainstreaming (GEIM) Team, International Women's Day, Journey to the North Pole and Health and Wellness initiatives.

- The first Grievance Policy for the Secretariat was approved after comprehensive consultations with staff and engagement of independent external consultant as well as leadership and guidance of Internal Staff Working Groups.

Ends