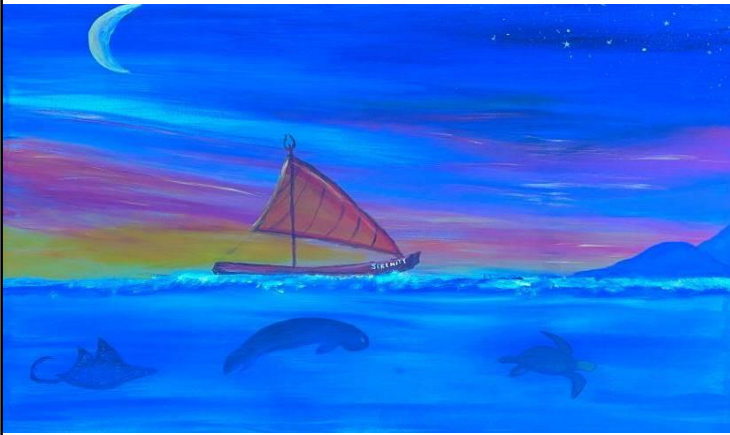




PEOPLE AND NATURE POSITIVE PACIFIC



WWF-Pacific 2025 Strategic Plan

Papua New Guinea, Fiji and
Solomon Islands and across the Pacific

May 2023





About this document

This version of our 2020-2025 Strategic Plan was reviewed and updated through a consultative and inclusive process from January - March 2023 with input from WWF teams in Solomon Islands, Papua New Guinea, Fiji, and various external and internal partners. As part of this process, three online and three in-person workshops were carried out in Fiji, Solomon Islands and Papua New Guinea in January - March 2023. When we initiated the Strategic Plan review process, we asked WWF staff what they wanted to achieve as a result of this process, the response was to learn and grow together, unite as a result and have a clear direction moving forward. We made it about the process more than anything and the teams came together to reflect, learn, have fun, unite, adapt and articulate how, where and what will be our focus from now until 2025. This process led to the co-creation of this document in March 2023. For the first time in WWF's 28-year history in the Pacific, the entire WWF-Pacific team came together for Pacific Week from March 26 - 31, to validate and commit to delivering on this 2025 Strategic Plan through building on our strong foundation, partnerships and innovative approaches in the Pacific.

In addition to providing direction and reminding us as a team of why we work together in the Pacific, this document should be used to ensure strategic alignment and prioritization for programme development and fundraising as well as Performance Development Journey (PDJ) for WWF-Pacific staff. It can also be used as a reference for various reports and documents and policy advocacy.

This version, dated May 2023, will be reviewed on an annual basis and as a team, we will continue to adapt and learn together as new threats and challenges emerge, new opportunities and partnerships evolve and certain actions will have to change along the way. Based on our conservation planning cycle, we will review, plan, implement, adapt and learn along the way in a continuous manner with the ultimate goal of having a positive impact on the communities, ecosystems and species we conserve together with communities and partners. The journey continues. Join us.

About 'People and Nature Positive Pacific'

We work towards a 'People and Nature Positive Pacific', where we continue to support Pacific communities and their livelihoods, traditional practices and cultures while halting and reversing nature loss, measured from 2020 levels, by increasing the health, abundance, diversity, and resilience of species, populations, and ecosystems so that by 2030 nature is visibly and measurably on the path of recovery. This is the Pacific we envision and are working towards.

List of acronyms and terms

30x30 –“Ensure and enable that by 2030 at least 30 per cent of terrestrial, inland water, and of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem functions and services, are effectively conserved and managed through ecologically representative, well-connected and equitably governed systems of protected areas and other effective area-based conservation measures, recognizing indigenous and traditional territories, where applicable, and integrated into wider landscapes, seascapes and the ocean, while ensuring that any sustainable use, where appropriate in such areas, is fully consistent with conservation outcomes, recognizing and respecting the rights of indigenous peoples and local communities, including over their traditional territories.” (Global Biodiversity Framework)

ACCLCI - Accelerating Coastal Community-Led Conservation Initiative

BBNJ - Biodiversity Beyond National Jurisdiction (BBNJ)

CBFM - Community-based fisheries management

CMM – Conservation Management Measures

Coral Triangle Initiative - The Coral Triangle Initiative on Coral Reefs, Fisheries, and Food Security (CTI-CFF) is a multilateral partnership of six countries working together to sustain extraordinary marine and coastal resources by addressing crucial issues such as food security, climate change and marine biodiversity.

CROP - Council of Regional Organizations in the Pacific (CROP) agencies,

CSO - Civil Society Organization

DSM - Deep Sea Mining

ESSF - Environmental and Social Safeguards Framework (WWF)

GEDSI – Gender equality, Disability, Social Inclusion

GCRRI - Global Coral Reef Rescue Initiative

MEL – Monitoring, Evaluation and Learning

Nature positive: WWF defines it as halting and reversing nature loss, measured from 2020 levels, by increasing the health, abundance, diversity, and resilience of species, populations, and ecosystems so that by 2030 nature is visibly and measurably on the path of recovery.

NPOA - National Plans of Action

OECM - Other Effective Area-based Conservation Measures

Together Possible: WWF's call to action to every person, business, institution, and government reminding them that together, we can protect the very things that keep us alive: our forests, our oceans, our fresh water, our wildlife, our energy supply, our food supply.

WCPFC – The Western and Central Pacific Fisheries Commission

WWF – World Wide Fund for Nature



Acknowledgements

This document was made possible because of each and every one of the WWF-Pacific staff contributions to the Strategic Plan review process and all the reflections, ideas, suggestions and feedback that was provided throughout. We want to acknowledge and thank **WWF Papua New Guinea:** Belinda Chokoli, Bofeng Garambini, Elizah Simon, Euvine Steven, Jack Sagumai, James Bubun, Josh Magulis, Grace Nugi, Kenn Mondiai, Mary Mega, Mega Menuyo, Shelley Launa, Rebecca Samuel, Wendy Pius. **WWF Solomon Islands:** Dafisha Aleziru, Duddley Marau, Henry Kaniki, Julia Tabe, Minnie Rafe, Piokera Holland, Salome Topo, Shannon Seeto, Steven Sibiti. **WWF Fiji:** Adriu Iene, Ajesh Dutt, Akata Kikau, Apolosa Robaigau, Avinesh Kumar, Bimlesh Chand, Christine Serreyn, Duncan Williams, Francis Areki, Karaleini Rereavosa, Kavish Dutt, Manasa Cavuilati, Margaret Vakalalabure, Metui Tokece, Naomi Chand, Peni Vularua, Rahul Prasad, Ravai Vafao'ou, Semi Sauliga, Sera Tawake, Seremaia Tuqiri, Shahnawaz Khan, Tui Marseu, Una Malani, Vilisoni Tarabe, Vilive Rokovosa. **WWF-Pacific Regional Hub:** Alfred Ralifo, Alvin Kumar, David Levy, Gillian Cook, Hanna Helsingen, Jackie Thomas, Jennifer Gabriel, Jone Raquauqau, Kathryn King, Mark Drew, Shamir Ali, Vanessa Zulueta, and Vilisite Tamani.

We would also like to thank all our partners of the Pacific from **WWF Asia Pacific, WWF Australia, WWF Germany, WWF Governance Practice, WWF Freshwater Practice, WWF International, WWF MEDPO, WWF Netherlands, WWF Oceans Practice, WWF Sweden, WWF UK, WWF US and other WWF offices** for their support throughout the Strategic Plan review process, development of this document and overall and essential support to WWF-Pacific and its country offices.

We would like to thank the **communities, partners and governments** we work with. We believe in Together Possible and that together we can protect what keep us alive: our forests, our oceans, our freshwater, our wildlife. Together Possible for a People and Nature Positive Pacific.

Finally, we would like to acknowledge the **Pacific Ocean** and its unique and critical ecosystems in which we have the privilege to work in and help conserve. This ocean cares for us and we must care for it back.

About the artwork in this document

This document includes artwork that was created by WWF-Pacific staff and partners during 2023 Pacific Week, where we came together to validate this document and bond as a team. The artwork is various interpretations of this document: our Strategic Plan and what we are trying to achieve, how and where. It was also inspired by the historic week we spent together on an island in the blue Pacific in March 2023. This artwork has become our inspiration for delivering on our 2025 Strategic Plan but also a way to creatively and visually tell the story of this document. We hope it will inspire you as much as it continues to inspire us.

About 2023 Pacific Week

Together, barefoot, feeling bold and inspired on an island in the blue Pacific. From 26-31 March 2023, WWF-Pacific and partners from the WWF network came together to validate and unite around WWF-Pacific's updated 2025 Strategic Plan. To agree on how we can work together more effectively, align around a clear path forward and deepen our understanding about and commitment to the Pacific and the communities and partners we work with. During the week, all three country offices + the regional hub creatively presented on our Strategic outcomes and approaches through music, drama and art. Sessions held on operationalizing the Strategic Plan focusing on integration, Organizational Development, programme management and resourcing. We piloted Tok Tok Project - a clinic learning approach to enhance project delivery and capacity and practiced pitching ideas through a shark tank model. We had sessions on how to develop advocacy objectives as well as deep dives into our outcomes. During the week, participants were divided into teams where stories were told, paintings created and bonds were made. Every day, we carried out the Pacific Clap Challenge - a goal setting group exercise to pass a clap around a circle as fast as possible in order to help us identify best practices and innovations while working together. On the last day, we managed to pass the clap around a group of 77 people in 9 seconds!

During Pacific Week, we achieved the following

- Unification around, broad support and commitment towards for our updated WWF-Pacific 2025 Strategic Plan - what, where and how we operate - all aligned and a clear path forward;
- A way forward for how we can work together more effectively and position our delivery better - clarity and agreement on how we fundraise and deliver;
- Greater understanding of and commitment towards our 2025 strategic outcomes;
- Reframed and solidified relationships and partnerships between WWF-Pacific staff and WWF Partner offices;
- Excitement and commitment to protect one of the last biodiversity areas on this planet;
- Minimized presentation, maximized conversation through storytelling and creative sessions and sharing - not a single PowerPoint presentation was done during Pacific Week;
- Walked away with actions, purpose and commitment - bringing the team closer than ever and giving our partners a Pacific experience that hopefully inspired them as well to take action
- Had fun!

Participants also jointly formulated 'The Serenity Promise' - our collective commitment to deliver on WWF-Pacific 2025 Strategic Plan. Please see page 56 to view WWF-Pacific staff and partners' commitments.



WWF-Pacific and partners holding up the 2025 Strategic Plan during Pacific Week.

Foreword: The WWF-Pacific Journey continues

Almost three decades ago, WWF embarked on a mission to support the conservation of critical resources and livelihoods in the Pacific Region. Throughout the years, WWF-Pacific has stood alongside governments and communities, recognizing the vital connections between healthy ecosystems, thriving communities, and sustainable economic development. Amidst the ebb and flow of challenges, WWF-Pacific has remained resilient in its commitment to make a meaningful impact on the people and places we serve. Today, we proudly stand as a trusted conservation leader, dedicated to realizing a sustainable blue future in the Pacific.

With 2030 rapidly approaching, we find ourselves at a pivotal point in the Pacific. Climate change poses existential threats, endangering the natural resources that have sustained Pacific Islanders for generations. WWF-Pacific acknowledges the urgency to drive necessary change and seize the emerging opportunities for conservation.

The resilience of the Pacific peoples has been tested over time, and their very existence is increasingly at risk. The work of WWF-Pacific has never been more vital. Today, the world recognizes, like never before, the critical relationship between climate, ocean health, biodiversity, communities, and economic development in the Pacific. Without scaling up conservation efforts to address the impacts of climate change and ensure the sustained provision of ecological goods and services, the well-being of Pacific islanders hangs in the balance.

In response to these mounting threats and dynamic possibilities, WWF-Pacific embarked on a strategic planning review process in early 2023. Our aim was to revise and refocus our work to be more effective and purposeful. Through reflection on our journey, organizational identity, guiding values, and comparative advantages, we have defined clear ambitions, priorities, approaches, and outcomes for the next two+ years. We had fun doing so! Intentional as well, our revised Strategic Plan establishes a stronger foundation for long-term conservation in the region ensuring WWF-Pacific is positioned to deliver on 2030 ambitions.

This 2025 Strategic Plan serves as our compass, but its success lies in operationalizing it. Therefore, we have committed to a series of transformative steps that include empowering our people, strengthening our organization's leadership and governance, enhancing resourcing and financial management, and fostering local engagement. We recently celebrated the completion of our revised Strategic Plan with the historic gathering of Pacific Week. Our entire WWF-Pacific team, along with dedicated partners from around the world, convened on a small island in Fiji. Pacific Week fostered creative play, meaningful discussions, and camaraderie, all centered around strengthening our collective action and advancing our Strategic Plan.

I extend my heartfelt gratitude to everyone involved in our strategic planning review process and those who have supported our work in the Pacific over the past decades. Our success hinges on strong partnerships—mutual collaborations guided by respect, intention, and the shared desire to make a difference. To our remarkable WWF team, you are an extraordinary group of individuals.

The WWF-Pacific journey continues to this day and is at a pivotal point in time when the imperative to conserve biodiversity, advance a more climate resilient and *People and Nature Positive Pacific*. I invite you to join us as we embark on this new era in the Pacific - an era where commitments and investments are needed more than ever, an era brimming with opportunities, ambition, and hope. Together, we can forge a sustainable future. **Twenty-eight years and still going strong. Together Possible.**

Respectfully,



Mark Drew
Director, WWF-Pacific

We are on a journey towards a People and Nature Positive Pacific.

Join us.





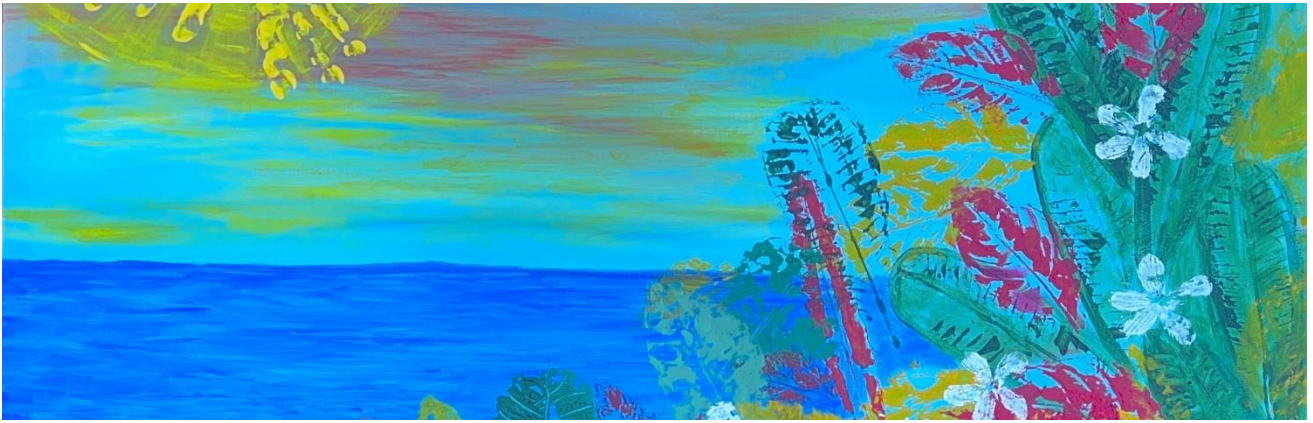
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Our Mana

Mana is the overpowering power that is unspoken and flows deep within the people of the Pacific. It speaks through our dances, our stories, our drawings, our blood, our link to nature and intricately through the deep blue ocean that connects us all as people of the Pacific. Mana flows through the ebbs of the tides coming in and out and the waves that have been flowing through since the beginning of time. We are not a people who speak openly and share boldly about our achievements but it speaks through our cultures and traditions and how we interact with our environment. Mana will appear in her own time through the gifts of the land and the sea to us, her people.



Executive Summary

Our vision: All Pacific peoples and nations are empowered, climate resilient and prosperous, with nature thriving and visibly and measurably recovering - a People and Nature Positive Pacific.

The blue Pacific is the world's largest oceanic continent. It cannot be seen in any other way than a vast 'sea of islands' connected by an ocean of resources, sustained through collective and shared stewardship of Pacific Ocean communities.

Papua New Guinea, Solomon Islands and Fiji are home to a wealth of biodiversity — unique in their own ways. From Papua New Guinea with the third largest tropical rainforest in the world and home to over seven percent of the world's total number of species, to the Solomon Islands with record numbers of fish species; to the world's third longest continuous barrier reef system in Fiji. The richness and diversity of species found here is globally significant. Papua New Guinea and Solomon Islands both form part of the Coral Triangle, the centre of the world's marine biodiversity and some of the coral reefs less exposed to climate change are found in Fiji and Solomon Islands. WWF works across Papua New Guinea, Fiji, and Solomon Islands with offices in each and a regional hub that serves these countries as well as policy advocacy in the broader Pacific.

Climate change remains the single greatest existential threat to the Pacific island countries. Impacts are felt far and wide. Together with immense social and economic needs and a large dependence on natural resources both for communities and national economies, the challenges are massive for the collective population of an estimated 10.7 million people, who call Solomon Islands, Fiji and Papua New Guinea home. Geographic isolation, poor economies of scale, and heavy reliance on imports of fuel and other products exacerbate these impacts. The Pacific region is geopolitically strategic due to its vast natural resources and proximity to Asia. Countries such as Australia and New Zealand are important players in the geopolitics of the Pacific region and their relationships with Pacific island countries are crucial for maintaining regional stability and security.

The ocean connects us, sustains us and cares for us. With this 2025 Strategic Plan, WWF-Pacific sets out how it will contribute to the legacy and ambitious future plans for how to keep our connection with the ocean and care for it back. We are on a journey to build on work we have carried out in the Pacific over the last thirty years. Our work at the end of the day is about people and nature and protecting the existential bond between Pacific communities and the ocean, forests, rivers and wildlife – part of our culture, traditions and our home.



Pacific Goal 1: Empowered Pacific Peoples: Realize greater benefits for all through diversity in voice, inclusion, improved leadership and engagement within communities and at global levels.

Pacific Goal 2: Integrated Oceans Management: Deliver stronger governance through spatial planning, policy reform and blending of traditional practices and innovative approaches.

Pacific Goal 3: Climate Resilient Pacific Nations: Achieve 30x30 to safeguard and restore nature through inclusive conservation of terrestrial, inland water, and coastal and marine areas and Nature-based solutions.

Opportunities and threats

The Pacific brings a number of opportunities. Firstly, **it is one of the last frontiers for biodiversity**, raising the opportunity to showcase what remains and what can be discovered in the region and why we need conservation investments. During the implementation of this 2025 Strategic Plan, opportunities for WWF to engage include: **deforestation-free value chains regulation** advancing across the globe, **Pacific leadership on key policy issues** including Biodiversity Beyond National

Jurisdiction (BBNJ), 30x30, moratorium on deep sea mining, reducing plastic pollution, the commitment to co-host COP31 with Australia in 2026. Opportunities to **enable community leadership** and foster more inclusive engagement of marginalised groups can also drive change at the community level. Moreover, **connecting sustainable value chains with indigenous and community enterprises** with international markets and financial mechanisms through more inclusive, equitable modalities, and **sustainable finance and impact investment increasingly made available** to advance social equity, address climate change and halt biodiversity loss in the Pacific. Finally, the **advancement of an equity and rights-based approach to area-based conservation** and the global adoption of the '30x30 target' to conserve thirty percent of Earth's lands and waters by 2030 also presents a unique opportunity in the Pacific, where so much of the land and water are governed by indigenous peoples and communities.

A number of threats face the Pacific, including first and foremost, **climate change** and increasing frequency and incidence of **natural disasters**, **illegal, unreported and unregulated fishing** and **by-catch** as well as **overfishing** and **unsustainable practices**, **agricultural expansion**, poorly regulated and unsustainable **mining**, **poor waste management** and lack of sustainable packaging alternatives, **unsustainable coastal development** and **unsustainable use of natural resources** and influence of **China** and foreign investment.

WWF-Pacific's history spans over **28 years** in the region. Through our time working in Papua New Guinea, Solomon Islands, Fiji and previously Cook Islands, we have developed bottom-up conservation models and built on traditional practices while innovating new ways to address threats and challenges. WWF New Caledonia has been working in the Pacific since 2001, to conserve priority areas and species and we continue to find ways of working together in the Pacific.

Where we work in the Pacific - our seascapes and landscapes

We work across **eight seascapes and landscapes** in Papua New Guinea and Solomon Islands, both within the **Coral Triangle, and Fiji**. In Papua New Guinea we work in: the **Madang seascape**, a marine biodiversity hotspot area, with around 1,000 different species of reef fish and 700 types of corals (75% of known coral species) recorded in its waters as well as a large mangrove area; **The Kikori-Great Papuan Plateau region**, an iconic global forest landscape which covers 2.3 million ha (6% of the terrestrial area of Papua New Guinea landmass) and the home of Lake Kutubu - a designated Ramsar listed freshwater lake; **Central Province**, which is covered with savanna, monsoon forest complex, coral reefs, mangroves and wetlands that support large and diverse populations of birds; **New Britain (under consideration)**, offering some of the richest biodiversity and densest forest and the Nakanai range, which is part of a tentative world heritage area known as the Sublime Karsts of Papua New Guinea.

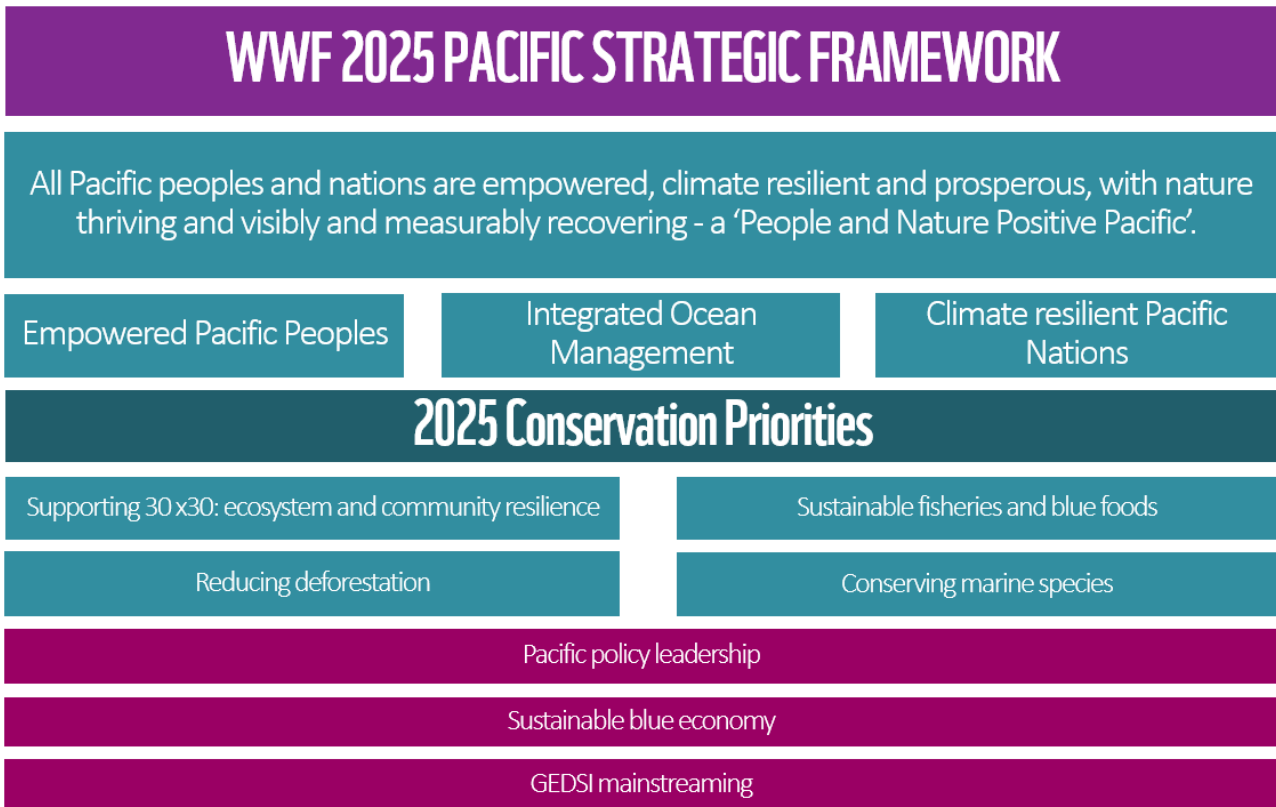
In Solomon Islands we work in: the **Western seascape**, which harbours a diverse array of marine habitats scattered amongst an island archipelago covering cloud forests to low lying atolls and terrestrial biodiversity unique to the area. This seascape has the second highest levels of fish species diversity after Raja Ampat in Indonesia, which led to the Coral Triangle being extended to include Solomon Islands; **Central Seascape** includes Central, Isabel and Malaita Provinces and their coral reef areas, which have been identified to contain significant coral reef species that are less exposed to climate change and that scientists have prioritized as having regenerative potential for reseeded global reefs once the stresses resulting from climate change have stabilized.

In Fiji, we work in: the **Great Sea Reef seascape**, a highly diverse, globally, regionally and nationally significant eco-region that spans an area of over 200 km². Sections of the Great Sea Reef have been identified by scientists as containing significant coral reef species less exposed to climate change; **Fiji's EEZ** covers around 1,290,000 km² of ocean as part of its national territory and is a major regional marine migratory route for priority marine species such as whales, tuna, turtles, sharks and rays.



Our 2025 Strategic Framework

We have **three goals** that outline our ambition and the cross-cutting nature of our work and what we are working towards long-term: **empowered Pacific peoples, integrated ocean management and climate resilient Pacific nations**. Our overarching focus is on **community and ecosystem resilience combined with area-based conservation**, working towards 30x30 and safeguarding the lands and waters of the Pacific. We focus on **conservation priorities** across 30x30, sustainable fisheries and blue foods, conserving marine species, reducing deforestation, Pacific policy leadership, Gender Equality, Disability and Social Inclusion (GEDSI) mainstreaming and sustainable blue economy.



Climate and Community Resilience and Area-based Conservation - Towards 30x30

Climate resilience and area-based conservation is at the heart of what we do. Achieving the 30x30 target — protecting 30 percent of land, water and sea by 2030 is our greatest ambition and essential in the face of climate change. WWF will play a key role in supporting Pacific island countries in achieving their part. The focus will be on the following conservation priorities:

- **Supporting 30x30: Community and ecosystem resilience** - conserving marine and forest areas critical to communities and biodiversity to enhance climate resilience.
- **Sustainable fisheries and blue food** - increasing sustainability of offshore and coastal fisheries to ensure food security and protect species.
- **Conserving marine species** - understanding populations and conserving habitats for turtles, sharks, rays and dugongs.
- **Reducing deforestation** - supporting certification of key commodities to conserve forest areas from deforestation and degradation.
- **Pacific policy leadership** - amplifying Pacific voices to drive policy change on no deep sea mining, plastic policy, BBNJ, 30x30, COP31 Australia/Pacific bid.
- **GEDSI mainstreaming** - to ensure our projects and programmes are more inclusive and ultimately benefit more people.
- **Sustainable blue economy** - enabling investments that will help deliver benefits for people and nature

We work across these priorities in all three countries (with the exception of forest which is only in Papua New Guinea) and at the regional level to unleash policy opportunities, regionalization and Pacific leadership on these important topics.

Our principles and approaches - how we work

We are guided by our principles and values, focusing on recognizing that indigenous peoples are the guardians and stewards of natural resources in the Pacific. We will seek and apply effective, innovative, equitable and beneficial models and approaches for conservation in partnership with communities; promote Pacific Island contexts and attitudes, policies, institutions and practices that place the well-being of people at the heart of community-based conservation and development; strive to work in appropriate partnerships; demonstrate equitable and inclusive engagement with all relevant stakeholders and use the best available information.

WWF-Pacific's approach leverages pathways to change that allow for people, economies and nature to thrive together by providing sustainable business and financing, testing and scaling up innovative Nature-based solutions and enabling inclusive conservation approaches. We do this through our approaches to achieve our goals and outcomes: through scaling out, up and deep; effective and impact driven, inclusive conservation; risk management; policy advocacy to drive system and behaviour change; and traditional knowledge, science and innovation.



Together possible in the Pacific - our partnership approach

WWF-Pacific recognizes the importance of partnerships with communities, governments, CSOs, academia, the private sector, and the Council of Regional Organizations of the Pacific (CROP). WWF-Pacific works with communities, including indigenous peoples, to promote community-led conservation and sustainability initiatives, and integrate traditional knowledge and practices that support biodiversity conservation and sustainable resource management. We work closely with governments to ensure initiatives align with national development plans and policies and collaborate with CSOs to enable conservation initiatives and collectively advocate on key policies. WWF-Pacific engages with academia to generate evidence-based solutions to complex conservation challenges and works with the private sector to promote sustainable business practices and investments. Partnerships are critical in supporting and facilitating the scaling out, up and deep of WWF-Pacific's programmes, approaches and innovations, aligned with our strategic goals and outcomes.



Operationalizing the Strategic Plan

Institutional development, creating agile systems and processes, workforce strengthening, and culture formation underpin the execution of this Strategic Plan. Its implementation anchors on connection, collaboration, shared leadership, and collective responsibility for performance. The resilience WWF-Pacific has developed in response to the pandemic and other disruptions helps pivot our organization into the future. This updated strategy helps reinvigorate and transform the WWF-Pacific into a more efficient, accountable, and sustainable entity.

We work across the following operational areas to achieve our outcomes

- Transforming our People: People and Culture
- Transforming our Organization: Institutional Development
- Leadership and Governance
- Resourcing the Strategy
- Financial Management and ICT Efficiencies
- Risk Management and Compliance
- Communications
- Localization



Measuring progress and impact - learning along the way

Progress on this Strategic Plan will be reviewed and monitored on a regular basis through our Monitoring, Evaluation and Learning (MEL) system. WWF-Pacific has initiated a sustained focus and investment into MEL to develop staff capacity while supporting overall strengthening MEL systems, processes, and capacity at the strategic level across WWF-Pacific's programmes. As part of our planning, learning and adapting cycle, we will monitor progress and adapt accordingly. This process will keep this document alive, provide for sharing of successes and challenges and ensure we are agile and adaptive as the world around us evolves — focused on becoming a truly learning organization. We are above all focused on impact and will take necessary steps to ensure that we do what we can to contribute to halting biodiversity loss and tackling the climate crisis in the Pacific and beyond.

WWF-Pacific innovation box

Until 2025, as part of our learning and growing as an organization, we will continue to innovate to find new solutions and approaches to advance our conservation work.

As part of this Strategic Plan, we focus on the following innovation priorities:

1. Community enterprise and supply chain development
2. How to measure community resilience
3. Developing a comprehensive community conservation and engagement framework
4. Scaling out and improving the use of Spawning Potential Surveys and community science

Eyes on 2030 and join us on our Pacific journey

The focus of this WWF-Pacific Strategic Plan is the year 2025 and we have set our outcomes for what we want to accomplish during this period — inspired and driven by our longer term vision and goals. However, as the global climate and biodiversity crisis reaches a tipping point — or reaches the point of no return — we need to look out to 2030 as a 'deadline for the planet' and set ourselves up for longer term horizons as we move towards the end of this decade. With our eyes on 2030 and a vision for where we want to go beyond 2025, we look to the global policy agendas and frameworks developed to steer the global community onto a more sustainable path for the planet and its people. We are also mindful of emerging opportunities, trends and threats.

The opportunity in the Pacific is historical. We have a window, where a lot of action and progress is needed — to safeguard the critical biodiversity and to ensure that peoples and nations are resilient to the changes that are happening to our climate. The only way we will get there is if we journey together. We invite you to join ours, we ask to join yours. Together possible.





Introduction: People and Nature Positive Pacific

The blue Pacific is the world's largest oceanic continent. As you journey across the blue Pacific and through Melanesia, Micronesia and Polynesia regions, it spans 165,250,000 square kilometres, an area greater than the size of all seven continents combined, covering 30% of Planet Earth. It cannot be seen in any other way than a vast 'sea of islands' connected by an ocean of resources, sustained through collective and shared stewardship of Pacific Ocean communities. We are working towards 'People and Nature Positive Pacific' - where all Pacific peoples and nations are empowered and resilient with nature thriving and on the path of recovery.

Within the bounds of the Pacific lie a number of countries and territories encompassing about 20% of the Earth's surface with both common features as well as unique characteristics. Common to these countries are their remoteness, heavy dependence on fragile ecosystems for subsistence and economic development, small, limited markets and increasing vulnerabilities particularly associated with a changing climate. Additionally, the Pacific island countries share a common heritage — one of resilience, stewardship and respect and value for nature. Yet, within these common features are extraordinary and unique cultures, biodiversity and natural beauty. Of the many Pacific Island Countries, WWF has historically been working in three special places: Papua New Guinea, Solomon Islands, Fiji and previously Cook Islands. New Caledonia is working in the French territories conserving priority areas and species.

Papua New Guinea, Solomon Islands and Fiji are home to a wealth of biodiversity and unique in their own ways. From Papua New Guinea's intact tropical rainforest and the third largest in the world after the Amazon and Congo basins and home to over seven percent of the world's total number of species, to the Solomon Islands with record numbers of fish species and some of the last remaining primary lowland rainforest in Melanesia; to the world third longest continuous barrier reef system in Fiji. The richness and diversity of species found here is of global significance with Papua New Guinea and Solomon Islands both part of the Coral Triangle, the centre of the world's marine biodiversity.

Climate change is part of the reality in the Pacific with impacts felt far and wide. Together with immense social and economic needs and a large dependence on natural resources both for communities and national economies, the challenges are massive for the collective population of an estimated 10.7 million people, who call Solomon Islands, Fiji and Papua New Guinea - home. The blue Pacific is more than just home; it is also the future - for generations to come that will continue to depend on the wealth of the Pacific region.

Conserving and sustainably using oceans contributes to sustainable development, including poverty eradication, food security, nutrition, sustainable livelihoods and employment. Protecting biodiversity and the marine and terrestrial ecosystems can also help mitigate the impacts of climate change. Pursuing their interests with united ambition, Pacific island communities are highly active in promoting agendas that are vital to their interests, asserting themselves as

custodians of the region's marine and terrestrial life and ocean health. Longstanding bonds support a resilient blue Pacific, working collaboratively to address shared challenges, taking action on climate change and building resilience at all levels.

Although the vast majority of the Pacific region comprises oceans, many countries are also full of terrestrial and freshwater wonders. From lowland freshwater endemic forests to the highlands of Papua New Guinea, to the free-flowing Sepik River and the lime caves found in the group of Yasawa islands, Fiji, its biodiversity is simply extraordinary. Pacific islanders continue to significantly depend on natural resources from the sea and land for sustenance and livelihood opportunities. Out of necessity, Pacific islanders have maintained an interconnectedness that links peoples to their land, coastal environment and the ocean itself as a result of the inextricably linked land-coast-sea.

The ocean and lands of the Pacific connects us, sustains us and cares for us. With this 2025 Strategic Plan, WWF-Pacific sets out how it will contribute to the legacy and ambitious future plans to keep our connection to the ocean and care for it back. We are on a journey to build on work in the Pacific for the past thirty years, while we look ahead to 2030 - a critical deadline for the planet. We will focus on what we have learned to enable traditional knowledge and community action and support effective planning and governance of natural resources. But the climate and planet are rapidly changing and so must we. Climate adaptation and ensuring we are positioned to address climate risks in the work we do is essential. Moving forward we will support communities in integrating climate adaptation and disaster risk reduction into community, district and national plans and large scale sustainable financing and community enterprises to untap the potential of nature-positive businesses in the Pacific. Understanding what works, we are scaling out effective and impactful approaches and finding ways to ensure benefits reach more people and ecosystems through critical partnerships. Finally, the voices of the Pacific island nations are stronger than ever; they have a seat at the table and a place at the global stage in many important ongoing policy processes. As long-standing partners with Pacific island communities, WWF is investing heavily to help amplify these Pacific voices to ensure that more are heard, acknowledged and acted on.

As we look towards the future, the connecting ties of the blue Pacific Ocean, which have forged enduring bonds over time, continue to serve as the basis of community conservation efforts, supported by WWF-Pacific to strengthen resilience and have a measurable impact on Pacific lives. It is our shared vision to conserve the blue Pacific to ensure it continues to benefit its peoples through ongoing, inclusive engagement, deep connections, and equitable partnerships that echo the connecting and sustainable power of the ocean.

Our vision

All Pacific peoples and nations are empowered, climate resilient and prosperous, with nature thriving and visibly and measurably recovering - a 'People and Nature Positive Pacific'.

WWF's journey and history in the Pacific

WWF's presence in the region dates back to 1990, when WWF-Pacific, formerly the WWF South Pacific Programme Office (SPPO), was established in Suva, Fiji. Five years later, WWF set up its first country programme in Fiji focusing on people and plants with funding from WWF-UK and in Papua New Guinea, focusing on forests with support from WWF-US and WWF-UK. A year later, WWF set up a programme in Solomon Islands focusing on forest conservation and in 1997, WWF expanded to Cook Islands with a focus on community protected areas. The WWF-Pacific Office has undergone various operational transitions since commencing conservation work in the Pacific, from the separation of the Papua New Guinea and Solomon Island Offices in 2007 to form the WWF Western Melanesian Programme Office (WMPO), the closure of the WWF Cook Islands Office in 2010, to the eventual remerging of WMPO with SPPO in 2014 to become WWF-Pacific.

Our presence in the region for over thirty years has allowed WWF-Pacific to develop significant expertise and a clear niche specifically in the realm of marine conservation and climate change. We have substantially invested in community site-based activities, collaborative efforts with national governments on national and regional policy reform and strategic promotion of best management practices, as well as Nature-based solutions with the private sector. WWF-Pacific has seen steady evolution in its efforts, with initially mobilizing communities in sustainable natural resource use, which has now been scaled, becoming an active and sought after player in the provision of technical expertise to governments and Council of Regional Organizations in the Pacific (CROP) agencies, and more recently, the strengthening of its collaboration with the private sector on sustainable financing, corporate engagement, market transformation and sustainable green and blue economies. For thirty years, WWF has been an important player in Melanesia, and more recently across Pacific island countries, driving policy change, demonstrating community conservation and enabling sustainable development. As we move forward, we will build on our history, lessons learned, and partnerships formed to continue finding ways to blend science and traditional knowledge while innovating to further our ambition in the Pacific.

During our journey in the Pacific, together with our partners, these are some of our: Greatest achievements

REGIONAL

- Creation of the largest whale sanctuary in the world (WWF and 11 Pacific Countries);
- Establishment of the regional Climate Action Network (CAN) in the Pacific with advocacy and negotiation focus for Tuvalu, Federated States of Micronesia, Kiribati, Fiji and Cook Islands at UNFCCC COP events;
- WWF influence at the SPC regional / FAME dialogue with Civil Society on CBFM;
- WWF-Pacific influence within the WWF global network to recognize and support community-led conservation approaches as valid and critical engagement strategies on natural resource management.

PAPUA NEW GUINEA

- Establishment Government Policy to ensure the protection and sustainable trade of PNGs last remaining Agarwood Forests;
- Vanilla Eco-Business with communities in Kikori and East Sepik-PNG;
- The Tonda Wildlife Management Area- PNG's first RAMSAR site;
- Revival of nature-based indigenous practices- Salt Making in Mangroves, Kuta Pond Restoration for weaving and Tabu Areas for marine resource recovery;
- PNG's innovative approach to link CBFM planning through a climate lens with Ward; Development process to ensure resources and sustainability for planning implementation;
- Support to PNG Government CTI-CFF National Plans of Action as part of the CTI-CFF six-member country initiative started in 2009.

FIJI

- The establishment of the Fiji Endangered Species Act (2002) under CITES and partnership with Traffic;
- Fiji's 10-year turtle moratorium;
- Founding member of the Fiji Locally Managed Marine Area Network and advocacy with FLMMA Network resulting in Fiji government's declaration of 30% coastal areas under protection by 2020- Mauritius Declaration;
- Ulunikoro Marine Conservation Area- Fiji's first gazetted marine protected area;
- Making the Great Sea Reef the core of national commitments for protection and management- national awareness on this reef system was almost non-existent prior to 2005;
- Declaration of Fiji's second RAMSAR and first marine site- Qoliqoli Cokovata;
- MSC Certification for Albacore Tuna for Fiji Fishery Industry Association;
- Engagement with the tuna industry on innovation (blockchain) and bycatch mitigation.

SOLOMON ISLANDS

- WWF supported the establishment of the Tetepare Descendants' Association in 2002 which has protected Tetepare Island from logging;
- SI's women's financial inclusion and empowerment programme - Since 2013, 5 savings clubs have been established with 1077 members in total and nearly 61,500 USD (513,939 SBD) has been saved by the members with approximately 52,800 USD (441,766 USD) dispensed in loans for livelihood and other projects and initiatives;
- Sea grapes management through Women's Managed Areas and peer to peer learning for other women's groups;
- WWF community Champion and President of the Nusa Tuva Women's Savings Club speaking for women in community governance at the UN first World Oceans Conference in New York in 2017;
- Support to SI Government CTI-CFF National Plans of Action as part of the CTI-CFF six-member country initiative started in 2009.



The Pacific context

Climate change

Pacific Island leaders have declared climate change 'as the single greatest existential threat facing the Blue Pacific' and are highly vulnerable to its impacts. Ecosystems such as coral reefs are impacted through bleaching, which reduces calcification and growth rates, compromising the structure of the reefs over time. Declining coral health will have direct bearing on the health of fisheries. If trends related to ocean acidification continue, coral reef systems and fisheries will continue their downward spiral, threatening their survival due to increased toxic algae blooming events. Degraded reefs have direct implications, not only on food security for communities but on the economies of each country, especially with coastal fisheries, and for Fiji, its billion-dollar tourism industry. Low lying islands and atolls are particularly vulnerable to sea level rise.

Unusually warm sea surface temperatures are causing coral bleaching events from Papua New Guinea to Easter Island (as recently as in 2022 and 2023) and fish death due to hypoxia. Such bleaching events are increasing in frequency. Under projected climate change trends, skipjack, yellowfin and bigeye tuna populations will migrate eastwards, and South Pacific albacore will move to the south. These migrations have implications on both environmental and economic drivers. Environmentally, species migrations will impact biodiversity and influence food chain dynamics and habitat usage. As one of the most significant sources of income for Pacific Islands, tuna migrations from areas within economic exclusive zones into areas beyond national jurisdictions (the high seas) will impact smaller countries and their ability to harvest fish within the high seas and in doing so further reduce opportunities to support economic growth in the region. The warm sea temperatures also cause an increase of intensity and frequency of tropical storms and cyclones making Pacific nations highly vulnerable.

Climate change has already forced communities to relocate or plan to relocate in Solomon Islands, Fiji and Papua New Guinea as well as other Pacific Island Countries as their areas have been affected by coastal erosion, sea level rise and increased intensity and impact of storms and cyclones. Unfortunately, more and more communities are making difficult decisions to leave their traditional lands and waters, seeking higher ground away from loss of coastal shores and salt water intrusion affecting food production systems. Climate change also threatens economies and livelihoods as it impacts on the natural resources so many Pacific nations and peoples depend on, including food, water, recreational activities, cultural and traditional practices. Population shifts also threaten social dimensions with merging of tribes and norms that have the potential to create societal unrest.

Political

The Pacific region is strategically important due to its vast natural resources and proximity to Asia. Australia, New Zealand and increasingly the United States are important players in the geopolitics of the Pacific region. Their relationships with Pacific island countries are crucial for maintaining stability and security in the region. The challenges facing the region, such as China's growing influence and climate change, require a coordinated and collaborative response from all stakeholders, including Australia, New Zealand and the United States. Australia and New Zealand are two of the most developed countries in the region with a strong economic and political presence in the Pacific. Australia, in particular, has been engaged in the region for many years, and has a long history of providing aid and development assistance to Pacific island countries. New Zealand also has a strong presence in the region, and has been involved in peacekeeping and disaster relief efforts.

China's growing economic and military power is a major factor in the region, with territorial disputes across a number of countries in the wider Pacific region, including Japan, Taiwan, Vietnam, and the Philippines. China has also been expanding its military presence in the South China Sea, which has led to tensions with the United States and other countries. Further, China has expanded its fishing fleets deep into the Pacific region and is a major market for natural resources from the region including marine (e.g. tuna, sea cucumber, shark fin) and forest products (e.g. logs).

The United States has a significant military presence in the Pacific, with bases in Japan, South Korea, and Guam. Moreover, through the Compact of Free Association, the United States has formal agreements with a number of other Pacific countries, notably in the Federated States of Micronesia, Palau and the Marshall Islands, providing substantial funding to these countries. The United States has been involved in a number of military exercises in the region, and has sought to



strengthen its alliances with countries like Japan and South Korea in order to counter China's influence. The United States is increasing its presence in the Pacific with a new embassy in Solomon Islands and additional planned for Tonga and Vanuatu. It also has a decades long treaty with Pacific Islands countries for access to highly sought after tuna stocks.

The European Union's (EU) relationship with the Pacific dates back to the 1970s, when it established development cooperation programs with Pacific island countries. Today, the EU provides development aid through the European Development Fund, to support economic, social, and environmental development in the Pacific. In addition, the EU has been involved in negotiations for regional cooperation agreements, such as the Pacific-EU Partnership Agreement, signed in 2017. The agreement aims to deepen the EU's relations with Pacific island countries by strengthening economic and trade ties, addressing climate change, and promoting sustainable development. The EU has also supported the Pacific Islands Forum Secretariat in its efforts to address regional security challenges, such as transnational crime and terrorism.

Biodiversity

The Pacific region is one of the richest and most biodiverse areas in the world. Our region covers 30 percent of the world's surface and is home to 44 percent of the world's endangered species and thousands of endemic animal and plant species. However, the Pacific is experiencing a rapid loss of biodiversity, including increased deforestation rates, collapsing fisheries and species populations and coral reef bleaching. The Pacific region is also critical to many migratory species such as whales, and birds. Some of the coral reefs less exposed to climate change — the only ones likely to remain under current climate change scenarios — are found in Fiji (Great Sea Reef) and Solomon Islands (Isabel, Malaita and Temotu provinces).

The Coral Triangle, which includes the central and western Pacific Ocean, hosts an astonishing amount of marine life. Seventy-five percent of the world's coral species are found here—nearly 600 different species. Over 2000 different types of reef fish find refuge in these dazzling underwater gardens, and this is an important place for tuna to spawn. Whales, dolphins, dugongs and whale sharks feed, breed and migrate in these waters. And the Coral Triangle is home to six of the world's seven species of marine turtles. Papua New Guinea and the Solomon Islands make up two of the six countries within the Coral Triangle.

Primary forests are some of the densest, wildest, and most ecologically significant forests on Earth. From 2002-2021, Fiji lost 7,280 hectares of humid primary forests, representing a loss of 1.4 per cent of its total. During the same period, Papua New Guinea lost 820,000 hectares and Solomon Islands lost 130,000 hectares of humid primary forests. The island of Papua, comprising West Papua and Papua New Guinea is home to the third largest tropical forest in the world, after the Amazon and the Congo basins. It hosts some of the largest and most diverse mangrove forests in the world.

A number of threats including unsustainable development and use of natural resources are drivers of biodiversity loss. Invasive species pose a huge threat to vulnerable island ecosystems, threatening native species. Economies and peoples in the Pacific rely heavily on natural resources, this loss also poses threats to people's livelihoods, economies, human well-being as well as cultural and traditional practices and values.

Seventy percent of the global fish catch comes from the Pacific and is a major economic driver of domestic and foreign revenues. Pelagics are largely harvested for commercial export markets whereas coastal fisheries provide for more local consumption and play a critical role towards ensuring food security in the region. However, illegal, unreported or unregulated fisheries are pushing certain species to collapse.

The coastal fisheries in the Melanesian region are widely reported to be at or near maximum capacity, suggesting that growing demand will greatly exceed the capacity of coastal ecosystems to produce enough food. Recent studies report that 16 out of 22 Pacific island countries and territories (which include Papua New Guinea, Solomon Islands and Vanuatu) are likely to fall significantly behind the projected demand for protein from fisheries. Unless meaningful interventions are made, it has been estimated that an additional 100,000 tonnes of fish will be needed by 2030 for good nutrition across Melanesia; the shortfall to be exacerbated by the predicted decline in coastal fisheries. These problems will become increasingly challenging as the impacts of climate change shift the distribution of tuna eastward, with declining catches predicted for Papua New Guinea and the Solomon Islands by 2035. The crucial importance of small-scale fisheries for food security amplifies the need to stabilize and rebuild coastal fisheries in Melanesia (and across the Pacific), especially in light of the lack of alternative protein sources.



Governance

There are many different forms of government in the Pacific Islands region, including parliamentary democracies, constitutional monarchies, presidential systems, and traditional forms of governance. Many countries in the region have adopted Western-style democratic systems of government, but there are also countries where traditional forms of governance, such as chiefs or councils of elders, still play an important role. The Pacific Islands region faces many unique challenges when it comes to governance, including small populations, limited resources, and vulnerability to natural disasters and climate change. Many Pacific island governments have developed innovative solutions to address these challenges, including regional cooperation and partnerships with international organizations. The key platform for regional cooperation is the Pacific Islands Forum (PIF) established in 1971 as an intergovernmental political and economic policy organization. It is guided by the Framework for Pacific Regionalism and supports political conversations and initiatives that address key strategic issues. Agreed regional policies and initiatives are coordinated by the Pacific Islands Forum Secretariat and implemented through the Council of Regional Organizations of the Pacific (CROP) which covers environmental, fisheries, education and other key thematic areas such as tourism, aviation and power. Melanesia, Micronesia, and Polynesia are three distinct regions of the Pacific Islands, each with its own unique cultural, linguistic, and geographic characteristics.

In the past few years several countries have either gone through critical elections or have important upcoming ones. Fiji had an election in 2022 that led to a change in government and Papua New Guinea also elected a new government in mid-2022, where violence and unrest escalated in the capital Port Moresby and in a number of provincial areas in the lead up to the election. Solomon Islands has deferred its national elections from 2022 to December 2023. In Honiara, civil unrest unfolded at the end of 2021, leading to destruction in the capital of Solomon Islands. With the expected growth in population of the Pacific Islands from 11 million to 17.7 million or more than 60 per cent by 2050, mainly in just four countries: Vanuatu, Kiribati, Solomon Islands, and Papua New Guinea, this will put additional pressure on and possibly lead to disputes and conflict over land and natural resources, unless good governance of natural resources is put in place.

Economy

The Pacific region encompasses a vast area that includes many small island nations, as well as Australia and New Zealand. As such, the economic situation can vary widely. In general, the South Pacific region has been impacted by the COVID-19 pandemic, which has disrupted global trade and tourism, two key economic drivers for many of these small island nations. Many countries have also been affected by natural disasters, such as cyclones and earthquakes, further straining their economies. According to the World Bank, the South Pacific region experienced a moderate economic recovery in 2021. However, this recovery is expected to be uneven, with some countries rebounding more quickly than others. The recovery is also contingent on the continued control of the pandemic and the resumption of global trade and tourism.

Climate change and extreme weather events have significant economic impacts, particularly on the tourism and fishing industries. According to the Fiji Bureau of Statistics, Tropical Cyclone Winston, which struck Fiji in February 2016, caused an estimated FJD 2.98 billion (USD 1.4 billion) in damages, equivalent to around 30% of Fiji's GDP at the time. The cyclone caused extensive damage to homes, infrastructure, and agriculture, and led to loss of life and displacement. In April 2020 Tropical Cyclone Harold caused an estimated FJD 240 million (USD 112 million) in damages with extensive destruction on infrastructure, particularly in the Western Division of Fiji, and led to loss of life and displacement. As the frequency and severity of extreme weather events are expected to increase due to climate change, it is essential that Pacific Island countries are supported to build resilience and adapt to these risks.



Security

A number of risks and security threats face the Pacific, including continued impacts from COVID-19, gender based violence, cybercrime, illicit drug trade and illegal, unreported and unregulated fishing (IUU), which undermine the benefits for Pacific island countries. Logging and mining has led to unrest and conflict in many countries, and the potential of deep sea mining could further add to the pressures while straining regional relationships. Increased cost of living and economic decline may lead to accelerated natural resource extraction and thus increase associated risks. Transnational organised criminal groups have adapted and employed new methods of continuing to operate during COVID-19, leading to increased channels and platforms for illicit activity. With borders reopening across the region, experts expect a surge in transnational criminal activity, including illegal natural resource trade. Human trafficking and arms trade are also increasingly being linked to IUU activities.

Shifting global and regional geopolitics, the COVID-19 pandemic and the continued effects of the Russian invasion of Ukraine have added complexity to the regional security landscape over the past few years. The Pandemic also revealed the vulnerabilities of the Pacific's health system and is further troubled by the high levels of non-communicable diseases and shifts in diets that are less nutritional. The global rise in energy and food demand and prices, disruptions of COVID-related supply chains, as well as natural disasters combined with rising inflation is already taking a firm hold on some Pacific economies, threatening economic security. These effects are felt by all, but the poor and marginalised are hit the hardest, increasing inequality and the risk of social disorder.

Opportunities and threats facing the Pacific

Opportunities

The Pacific is one of the last frontiers for biodiversity; we have the opportunity to showcase what is still present and to be discovered in the region and why we need to invest in their protection.

Sustainable blue economies involving the sustainable use of ocean resources; supporting local livelihoods, economic development and conservation.

Deforestation-free value chain regulation is advancing across the globe with more governments and private sector companies committing to taking deforestation out of supply chains and consumers pushing for greater sustainability and accountability.

Well-planned aquaculture that benefits communities including addresses food and nutrition needs, creates income for communities and planned in holistic and systemic ways that also creates benefits for nature

Pacific leadership on key policy issues including Biodiversity Beyond National Jurisdiction (BBNJ), 30x30, moratorium on deep sea mining, reducing plastic pollution, the commitment to partner with Australia to COP31 in 2026 and stopping the nuclear wastewater discharge from Fukushima.

Enabling community leadership and more inclusive engagement of marginalised groups to drive change at the community level. Empowering youth in environmental stewardship so they can lead the way in environmental conservation, sustainable fisheries and resource management.

Private sector engagement as a way to drive rapid change and investments into sectors that can deliver positive benefits for climate, communities and biodiversity, ensuring equitable benefits for communities.

Connecting sustainable value chains and indigenous and community enterprises with international markets and financial mechanisms through a more inclusive, equitable modality that mainstreams social justice in the sustainable blue economy sector.

Sustainable finance and impact investment increasingly made available to advance the agenda to advance social equity, address climate change and halt biodiversity loss.

The promotion of standards for traceability and transparency systems for different supply chains including fisheries, and promoting gender equity in the fisheries sector.

Advancement of an equity and rights-based approach to area-based conservation and the global adoption of the '30x30 target' to conserve thirty percent of Earth's lands and waters by 2030 based on lessons learned and recognition of customary rights and practices.

Threats¹

Climate Change - impacts may outpace or outstrip the ability of communities to effectively adapt and manage natural resources causing a loss of food and water security and biodiversity at scale and also causing forest fires.

Increasing frequency and incidence of natural disasters - the countries where we work are prone to cyclones, earthquakes and tsunamis.

Unsustainable coastal development - infrastructure, building development and urban expansion, settlement, industrial development expansion leading to encroachment into and loss of key coastal habitats such as seagrass, mangroves, coral reefs and coastal forests leading to unsustainable practices such as coastal sand and coral mining for building and construction.

Unsustainable use of natural resources - marine, coastal, freshwater, terrestrial resources are not properly managed in many areas and are being overused due to lack of sustainable livelihoods and equal opportunities for communities to participate in supply chains as well as poorly planned development, leading to difficulties around replenishment and reproduction.

Poor waste management and lack of sustainable packaging alternatives in priority countries — a major contributor to marine pollution, especially plastic pollution. The Pacific island countries are also recipients of global plastic pollution in the ocean that are outside the countries' control, hence the need for a global treaty.

Poorly regulated and unsustainable mining - a growing area of conflict especially with local communities, with significant impacts on coastal marine resources including the potential threat from Deep Sea Mining.

Illegal, Unreported and Unregulated fishing - is a risk across the region, particularly offshore fisheries such as tuna and deep sea fisheries but also marine species such as turtles, sharks, dolphins and rays, leading to unsustainable and overfishing leading to collapse of certain fisheries and species (e.g. sea cucumber) and also has implications for accessing certain markets. This could also lead to conflict.

By-catch of certain target species (for their high value meat, swim bladder) - impacting marine and freshwater species such as marine and freshwater turtles, cetaceans, sharks, rays and dugongs.

Agricultural expansion - commodities such as palm oil, cocoa, betel nut, rubber, sugar cane driving deforestation and leading to pesticide and fertiliser runoff and sedimentation impacting coastal waters.

Poorly planned aquaculture - increased investment in aquaculture that is poorly planned, rapid and not scientifically sound is threatening mangroves, rivers and coastal ecosystems.

Unstable governments - all three countries have seen political instability over the last decade, creating uncertainty and security issues.

Currency Fluctuations and Increasing Cost of Living - as with many countries, the Pacific is experiencing a rapid increase in the cost of living, also making operations more expensive. Heavy reliance on imports of fuel - crippling prices and ongoing contribution to GHGs.

Future pandemics - could hit countries' economies hard similar to COVID-19 and could impact further on conservation efforts and people's livelihoods.

Influence of China and Foreign Investment - Steady growth in Chinese political influence and investment in the Pacific may pose issues for the environment in the three countries.

¹ For links between outcomes and threats, see annex 2



WWF in the Pacific

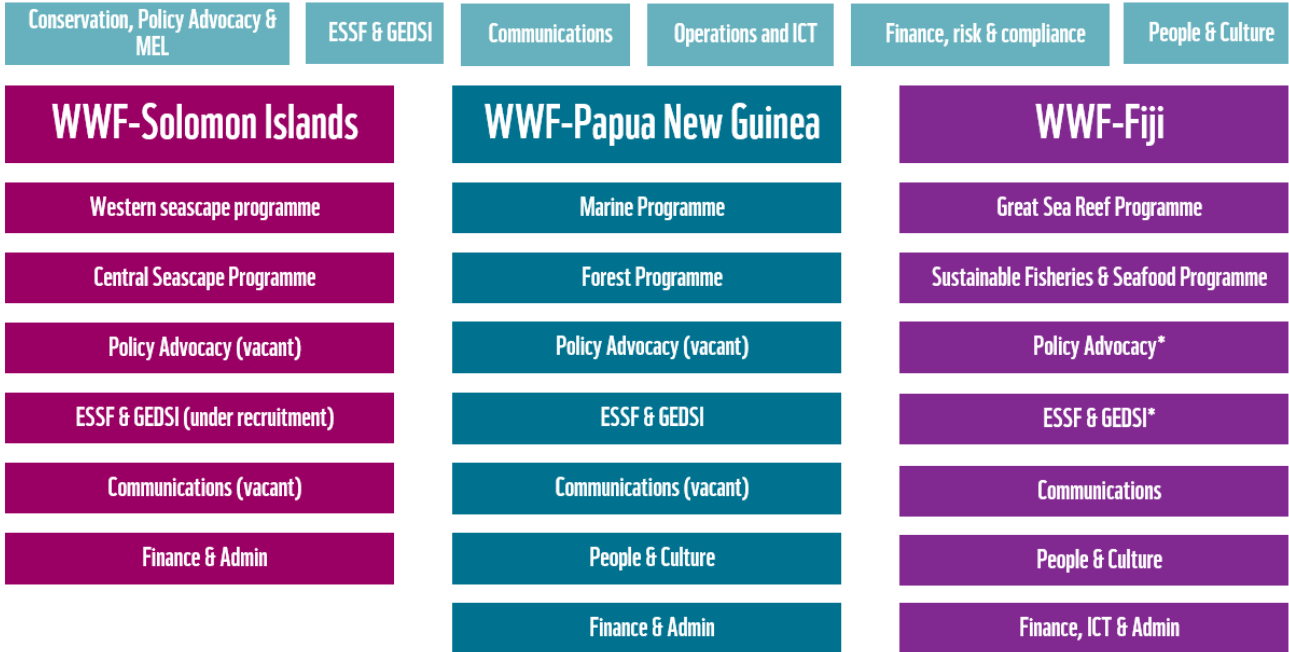
The Pacific Ocean connects all the Pacific island countries and turns it into the largest region on the planet size wise. These countries are large oceanic states and share the blue Pacific. This connectivity has provided routes for migration and trading between islands and countries over miles and millennia and holds the key for meeting all basic needs. Our islands have a unique connection to land and sea and we continue to build on knowledge and practices formed many generations ago to address modern challenges. This is why we are a region because addressing the challenges jointly as a region is the only way these countries can sustain themselves.

“No single country in the Pacific can by itself protect its own slice of the oceanic environment; the very nature of that environment prescribes regional effort and to develop the ocean resources sustainably, a regional unity is required.”

- Epeli Hau'ofa

WWF in the Pacific works in three countries: Papua New Guinea (since 1995), Fiji (since 1995) and Solomon Islands (since 1996). A regional hub with its main base in Suva, Fiji (since 1990) but with staff in Papua New Guinea and Solomon Islands provides overall support, coordination and provision of key functions such as operations, finance, risk, people and culture, regional conservation and policy, monitoring, evaluation and learning, communications and IT. We currently have 65 staff across the three countries.

WWF-Pacific



2

Overview of the structure of WWF-Pacific, WWF Solomon Islands, WWF Papua New Guinea, WWF Fiji

Our WWF values

We celebrate and respect diversity in nature and among the people, partners and communities with whom we work. Across the many cultures and individuals that represent WWF, we are unified by one mission, one brand, and one common set of values:

COURAGE: We demonstrate courage through our actions, we work for change where it's needed, and we inspire people and institutions to tackle the greatest threats to nature and the future of the planet, which is our home.

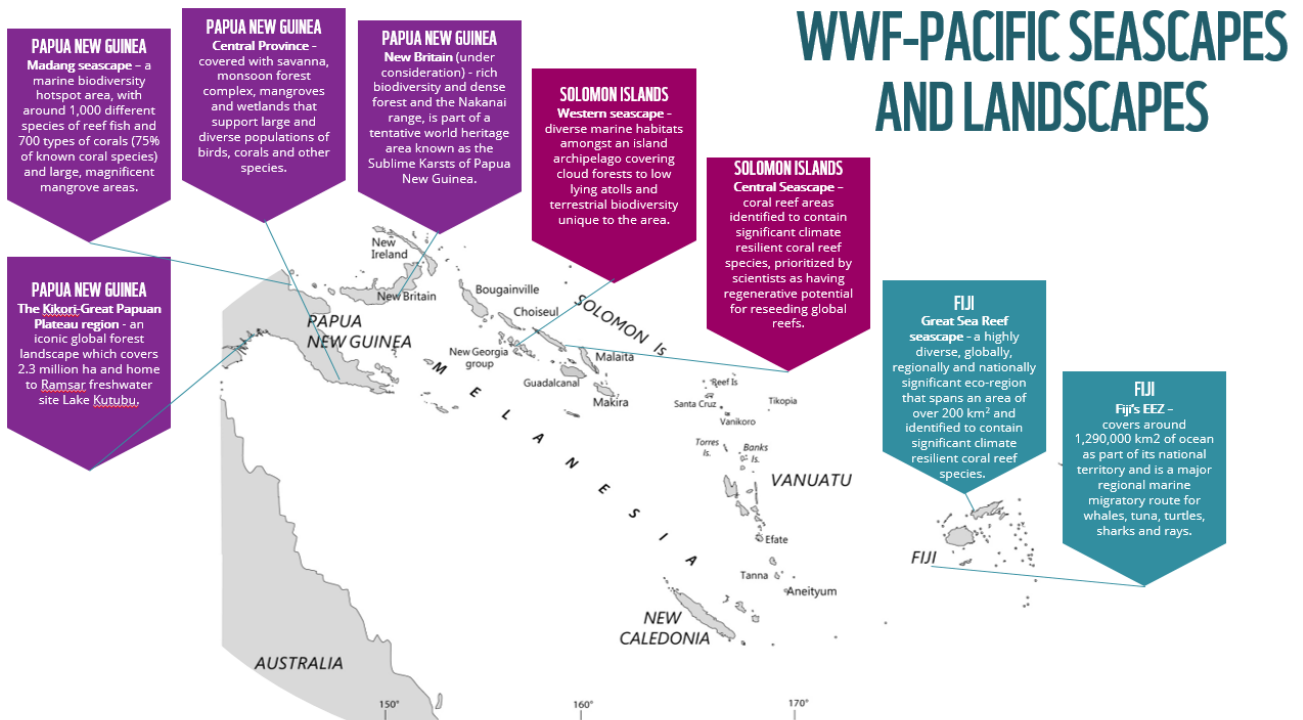
INTEGRITY: We live the principles we call on others to meet. We act with integrity, accountability and transparency, and we rely on facts and science to guide us and to ensure we learn and evolve.

RESPECT: We honour the voices and knowledge of the people and communities that we serve, and we work to secure their rights to a sustainable future.

COLLABORATION: We deliver impact at the scale of the challenges we face through the power of collective action and innovation.

² * Support provided by WWF-Pacific regional hub

Where we work in the Pacific - our seascapes and landscapes



Papua New Guinea

Madang seascape falls within the Coral Triangle – the planet’s richest centre of marine life and coral diversity. The Madang Seascape in Madang Province covers an area of 29,000 km² of land, and 104,000 km² of coastal waters. Madang Lagoon is a marine biodiversity hotspot, with around 1,000 different species of reef fish and 700 types of corals (75% of known coral species) recorded in its waters. The mangrove forest in Madang Province extends across approximately 2,088 ha (20km²). WWF focus on marine conservation in this area.

The Kikori-Great Papuan Plateau region is an iconic global forest landscape that remains largely unprotected. A great diversity of habitats, ranging from 3,500-metre-high mountains (sub-alpine zones) and deep gorges to coastal mangroves, rugged and dramatic limestone plateaus, lowland sago swamps on the Kikori River Delta and Gulf of Papua, perched lakes, lowland forests and marine systems. The Kikori River Basin-Great Papuan Plateau covers the entire 2.3 million ha (6% of the terrestrial area of Papua New Guinea landmass) of the Kikori River watershed. This is also where Lake Kutubu is found, a designated Ramsar listed freshwater lake in limestone karst country and the second largest lake in Papua New Guinea. WWF Focus on marine conservation (Gulf of Papua) and forest conservation in this landscape.

Central Province is covered with savanna and monsoon forest complex with wetlands that support large and diverse populations of waterfowl and other wetland birds and is important as a dry season refuge for migrant waterfowl from Australia. It has extensive dry seasons and has large mangrove areas. The province has a population of 237,016 (2010 census) with the majority being indigenous landowners who own most of the land and fishing grounds. Most of the seascape is owned by customary land-owners with a clan-based land tenure system that extends towards the coastline and nearby islands. For now, WWF focus mainly on marine conservation.

New Britain (under consideration for forest conservation) off the north-east coast of Papua New Guinea offers some of the richest biodiversity, densest forest and most spectacular natural beauty on earth. New Britain Island is divided between two provinces — West New Britain (WNB) and East New Britain (ENB). The region and its ecosystems range from dense lowland plains to a central mountainous spine with peaks of 2440 metres above sea level. The Nakanai range, which is part of a tentative world heritage area known as the Sublime Karsts of Papua New Guinea, contains a globally unique system of limestone caves extending from the mountain summits to the southern coastline. New Britain has its own deeply endemic mammal fauna which contains many mammalian taxa of global significance.

Solomon Islands

Western seascape falls within the Coral Triangle and harbours a diverse array of marine habitats scattered amongst an island archipelago that is volcanic with high elevation cloud forests to low lying atolls, with terrestrial biodiversity unique to the area. The islands near Ghizo and Central have been recognized for having the second highest levels of fish species diversity after Raja Ampat in Indonesia, and was the impetus for the scientific boundary of the Coral Triangle extended to include Solomon Islands.

Central Seascape includes the marine environment for the three provinces of Isabel, Central and Malaita. These coral reef areas also fall within the boundaries of the Coral Triangle and have been identified to contain significant coral reef species that are less exposed to climate change and that scientists have prioritized for their regenerative potential in reseeding global reefs once the stresses resulting from climate change have stabilized.

Fiji

The Great Sea Reef seascape is a highly diverse, globally, regionally and nationally significant eco-region that spans an area of over 200km² and includes Macuata, Bua, Ra and Ba provinces that collectively support 42% of Fiji’s population. This area supports key industries including tourism, fisheries, sugar, agriculture, timber, mining and mineral water extraction. Sections of the Great Sea Reef have also been identified by scientists as containing significant coral reef species that are less exposed to climate change, deeming the area significant for protection and conservation.

Fiji’s EEZ covers around 1,290,000 km² of ocean as part of its national territory and has been identified as a target seascape not only because it includes the Great Sea Reef, but because it is a major regional marine migratory route for priority marine species such whales, tuna, turtles, sharks and rays.

WWF offices in the Pacific



We are on a mission to support ‘People and Nature Positive Pacific’

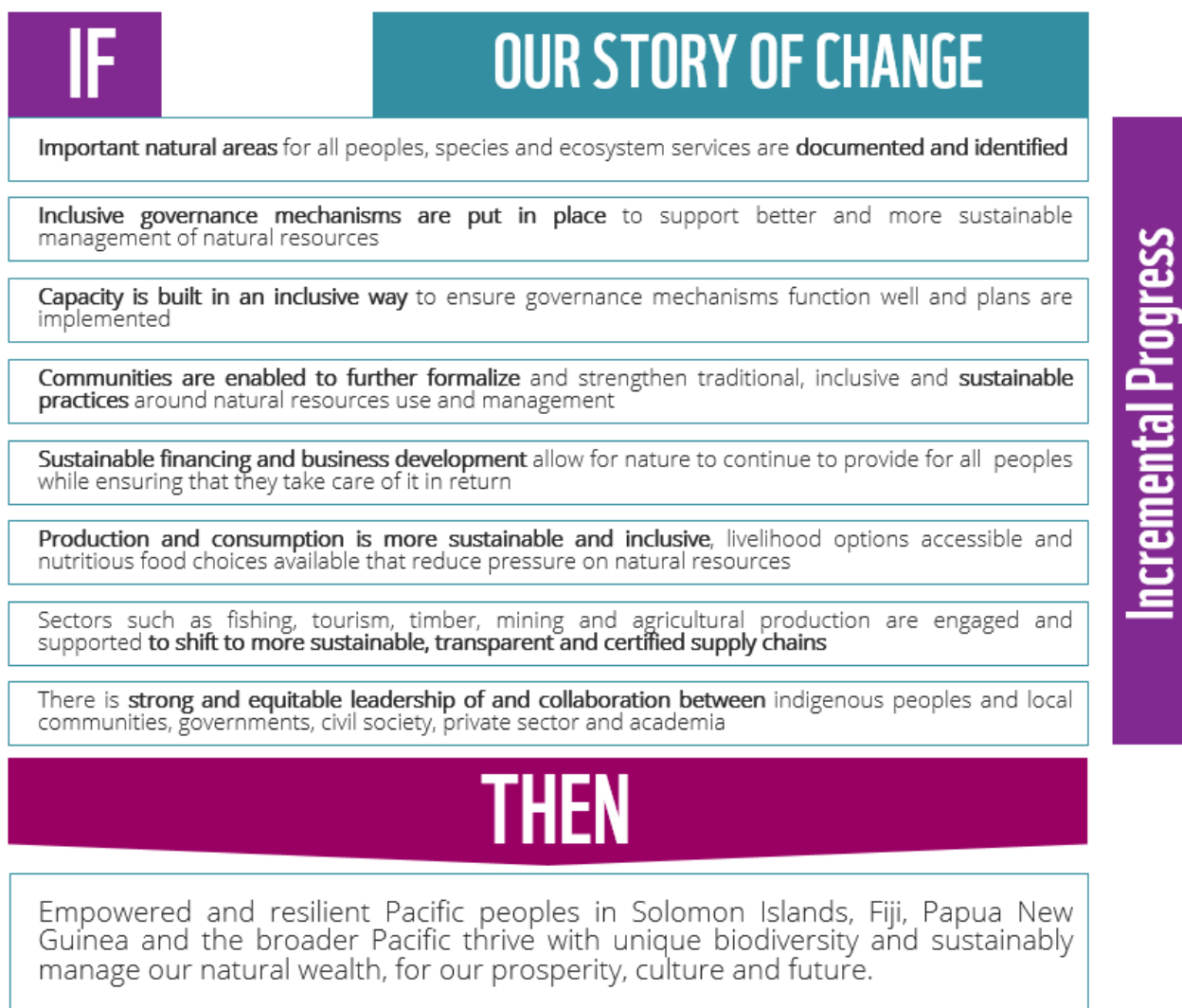
WWF-Pacific is well-placed to support positive change in the Pacific that builds resilience of people and nature through changes in policy, regulatory and market reform on timber, commodities, fisheries and blue foods across the Pacific, both at national and regional scales — driving global transformational change. Our 2025 Strategic Plan is working towards ‘People and Nature Positive Pacific’, This document is designed to leverage and scale out work underway, while laying out what we need to do, where and how in the Pacific region, in order to ensure these important ecosystems will continue to support Pacific island countries while making significant contributions to fighting climate change and loss of biodiversity globally.

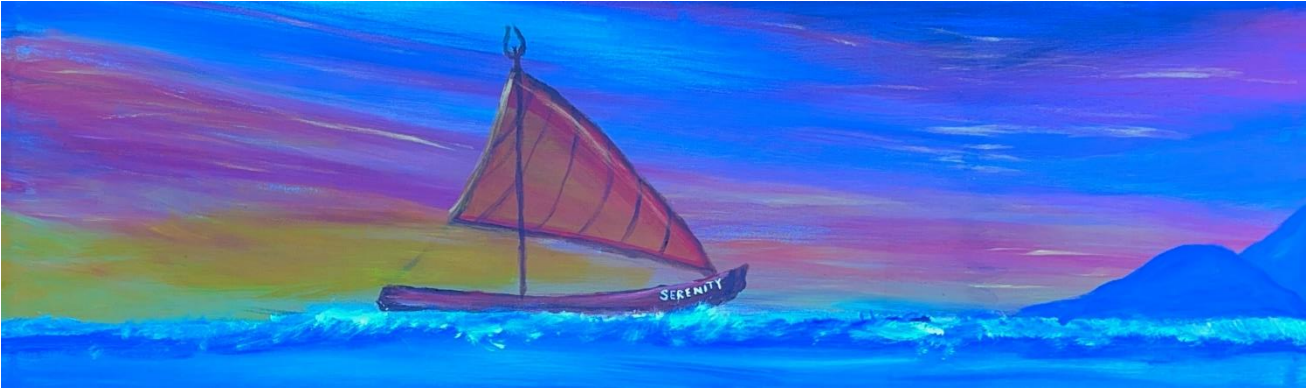
Our story of change

WWF-Pacific's approach is to leverage pathways to change that allow for people, economies and nature to thrive together. Providing sustainable business and financing, testing and scaling up innovative Nature-based solutions and enabling inclusive conservation approaches. In this Strategic Plan, we aim to reduce a number of threats identified. This is our story of change.

Main threats aim to address in this Strategic Plan

- Poor waste management and lack of sustainable packaging alternatives
- Poorly regulated and unsustainable mining
- Unsustainable and illegal logging
- Increasing frequency and incidence of natural disasters
- Climate Change
- Illegal, Unreported and Unregulated fishing/ Overfishing/unsustainable fishing/ lack of coastal fisheries management and policies
- By-catch
- Agricultural expansion
- Unsustainable use of natural resources





Our 2025 Strategic Framework

Our vision

All Pacific peoples and nations are empowered, climate resilient and prosperous, with nature thriving and visibly and measurably recovering - a 'People and Nature Positive Pacific'.

WWF-Pacific has **three goals** that outline our ambition, the cross-cutting nature of our work, and what we are working towards long-term: **empowered Pacific peoples, integrated ocean management and climate resilient Pacific nations**. We have an **overarching focus on climate and community resilience combined with area-based conservation** and safeguarding the lands and waters of the Pacific is at the heart of what we do. We **focus on conservation priorities across 30x30, sustainable fisheries and blue foods, reducing deforestation, conserving marine species, Pacific policy leadership, GEDSI mainstreaming and sustainable blue economy**. Overall, these areas of work aim to enhance climate resilience of Pacific island nations and communities. We work across these priorities in all three countries (with the exception of forests, which is only in Papua New Guinea) but also at the regional level to unleash policy opportunities, regionalization and Pacific leadership on these important topics.

Our goals

Pacific Goal 1: Empowered Pacific Peoples

Realize greater benefits for all through diversity in voice, inclusion, improved leadership and engagement within communities and at global levels.

Pacific Goal 2: Integrated Oceans Management

Deliver stronger governance through spatial planning, policy reform and blending of traditional practices and innovative approaches.

Pacific Goal 3: Climate Resilient Pacific Nations

Achieve 30x30 to safeguard and restore nature through inclusive conservation of terrestrial, inland water, and coastal and marine areas and Nature-based solutions.

WWF 2025 PACIFIC STRATEGIC FRAMEWORK

All Pacific peoples and nations are empowered, climate resilient and prosperous, with nature thriving and visibly and measurably recovering - a 'People and Nature Positive Pacific'.

Empowered Pacific Peoples

Integrated Ocean Management

Climate resilient Pacific Nations

2025 Conservation Priorities

Supporting 30x30: ecosystem and community resilience

Sustainable fisheries and blue foods

Reducing deforestation

Conserving marine species

Pacific policy leadership

Sustainable blue economy

GEDSI mainstreaming

Climate and community resilience and Area-based conservation - towards 30x30

Climate resilience and area-based conservation are at the heart of what we do. Achieving the 30x30 target — protecting 30% of land, water and sea by 2030 is our greatest ambition. WWF is playing a key role in supporting Pacific island countries in achieving their part. Overall, these outcomes aim to help enhance climate resilience of Pacific nations and communities.

WWF's approach to area-based conservation

WWF places people at the forefront of our area-based conservation work. Our collective conservation efforts equally prioritize conserving nature with sustaining nature's contributions to people, such as providing clean water supplies or enabling access to natural resources that are critical for livelihoods. An underlying principle of our approach is to recognize and enhance ecological goods and services the varied ecosystems provide as a way to implement conservation measures — using Nature-based solutions to help ensure nature-positive outcomes. WWF works closely with many diverse partners to support locally-led area-based conservation initiatives across the Pacific. These areas are being recognized through various means, including as "Other Effective Area-based Conservation Measures" (OECMs).

Nature has historically been our strongest ally in mitigating and adapting to climate change and in achieving our sustainable development aspirations in the Pacific. The Nature and Climate Crisis are two sides of the same coin and must be addressed in an integrated manner. Protecting 30 percent of nature, sustainably managing the other 70 percent, restoring degraded ecosystems and equitably reducing humanity's footprint by half will help to:

- Strengthen nature's ability to sequester carbon;
- Increase biodiversity and at the same time bring back the full suite of ecosystem services that nature provides;
- Underpin a sustainable blue-economy for the Pacific;

- Develop an inclusive, rights and equity based 30x30 process which integrates mitigation and adaptation actions and disaster risk reduction using relevant Nature-based solutions and traditional knowledge, will ultimately guarantee biodiversity net gain and ecosystem integrity to better advance climate resilient sustainable development for Pacific Island Countries.

As part of this 2025 Strategic Plan, WWF-Pacific continues to promote climate change awareness, policy advocacy and community adaptation and disaster risk reduction in its conservation efforts. Investment is targeted towards assisting governments in the three countries develop and effectively implement frameworks that support Nature-based solutions, sustainable blue economy through business development and market access and effective community-led natural resource use and to develop adaptation planning. WWF is also actively investing in building coral reef resilience that considers stronger and integrated management with watersheds and river systems draining out into priority reef areas. As part of WWF's Coral Reef Rescue Initiative, WWF will provide a policy mechanism and platform to deliver on our climate change goal and 30x30 Outcome. Working strategically with partners and governments is key to improving management of reef areas through better marine and associated protected and managed areas, enforcement and compliance to effectively eliminate unsustainable fisheries harvest practices, and by reducing land based threats through integrated planning and actions to address sedimentation and pollution.

Our conservation priorities

- **Supporting 30x30:** conserving marine and forest areas critical to communities and biodiversity to enhance climate resilience
- **Sustainable fisheries and blue food:** increasing sustainability of offshore and coastal fisheries to ensure food security and protect species
- **Conserving marine species:** understanding populations and conserving habitats for turtles, sharks, rays and dugongs
- **Reducing deforestation:** supporting certification of key commodities to conserve forest areas from deforestation and degradation
- **Pacific policy leadership:** amplifying Pacific voices to drive policy change on no deep sea mining, regional fisheries, plastic policy, BBNJ, 30x30, COP31 Australia/Pacific bid;
- **GEDSI mainstreaming:** to ensure our projects and programmes are more inclusive and ultimately benefit more people
- **Sustainable blue economy:** enabling investments that will help deliver benefits for people and nature

Our 2025 outcomes

	SOLOMON ISLANDS	PAPUA NEW GUINEA	FIJI
SUPPORTING 30X30	Outcome 1 Supporting 30x30: By 2025, at least 2,000 ha in the Western and Central seascapes are secured through expansion and improved management of protected and conserved areas supported by enabling policies and providing sustainable livelihood opportunities that benefit all community members.	Outcome 1: Supporting 30x30: By 2025, at least 762,000 ha of priority forest landscapes and 515 ha of priority seascapes are secured through expansion and improved management of protected and conserved areas supported by enabling policies, and providing sustainable livelihood opportunities that benefit all community members.	Outcome 1: Supporting 30x30: By 2025, at least 400,000 ha of Ba and Macuata provinces of the Great Sea Reef and associated watersheds is secured through expansion and improved management of protected and conserved supported by enabling policies and providing sustainable livelihood opportunities that benefit all community members.
SUSTAINABLE FISHERIES AND BLUE FOODS	Outcome 2: Increasing sustainable fisheries and blue foods: By 2025, at least 20 community fisheries areas in the Western and Central seascapes of Solomon Islands, important for food and livelihood security, apply community-based fisheries management, adopt sustainable blue food practices leading to improved habitat health.	Outcome 2: Increasing sustainable fisheries and blue foods: By 2025, at least 20% of coastal fishery areas in Gulf of Papua, Madang Province and Central seascapes that are important for food and livelihood security and economic development are better managed through fishery policies and management actions.	Outcome 2: Increasing sustainable fisheries: By 2025, contribute towards doubling Fiji's sustainably and equitably managed fisheries through tools such as, increased certification, improved traceability and transparency and a 30% bycatch reduction of priority marine species.
CONSERVING MARINE SPECIES	Outcome 3: Conserving marine species: By 2025, key marine turtle, shark and dugong population status, distribution, connectivity and threats are understood and actively monitored in at least 2 sites under effective community based management or protection in priority.	Outcome 3: Conserving marine species: By 2025, the population distribution, connectivity and core key habitats utilized by key species of sea turtles, sharks and rays have been identified and threats are understood leading to the completion of national plans of action.	Outcome 3: Conserving marine species: By 2025, all critical breeding and feeding sites for key species of sea turtles, sharks and rays within the Great Sea Reef have been identified and at least 2 critical sea turtle, sharks and ray sites are under effective management or protection.
REDUCING DEFORESTATION		Outcome 4: Reducing deforestation: By 2025, reducing deforestation and forest degradation on customary forest land in New Britain are reduced by increasing by increasing the number of smallholders that attain certification for key commodities through policy and capacity building that also delivers benefits to communities.	
REGIONAL			
PACIFIC POLICY LEADERSHIP	Outcome 5: Pacific policy leadership: By 2025, at least five Pacific island countries take action to implement international policy commitments, including the Global Biodiversity Framework and advancing 30x30 and demonstrate leadership in policy processes related to climate change, plastics, the high seas and deep seabed mining and secure COP31 to be convened by Australia and Pacific Island Countries.	Outcome 6: Improved regional fisheries policy: By 2025, secure at least one strategically important Conservation Management Measure at the Western and Central Pacific Fisheries Commission (WCPFC) and improve fisheries management policy in at least two Pacific island countries.	
GEDSI MAINSTREAMING	Outcome 7: GEDSI mainstreaming: By 2025, increased engagement of women, people with disabilities, youth and other marginalized groups leading to greater beneficiaries and strengthening sustainability and better risk management in WWF-Pacific projects.		
SUSTAINABLE BLUE ECONOMY	Outcome 8: Enabling sustainable blue economy: By 2025, at least USD 30 million of sustainable blue economy investments committed, including for coastal habitat restoration and protection in priority landscapes and seascapes in Papua New Guinea, Solomon Islands and Fiji.		

Alignment – Global and regional policy and WWF goals and outcomes

This 2025 Strategic Plan defines WWF's investment on priority land and seascapes in Papua New Guinea, Fiji and Solomon Islands and aligns with and contributes to global, regional and national policies, plans and frameworks. This includes the 30x30 target; Biodiversity Beyond National Jurisdiction (BBNJ) Treaty implementation, developing a global legally binding treaty addressing plastic pollution; Regional Fisheries Management Organization (WCPFC) conservation measures and harvest control rules; supporting the call for a moratorium on Deep Sea Mining (DSM); national plans of action and national climate adaptation plans. This Plan also aligns and contributes to the WWF global goals: (i) Zero loss of natural habitats ii) Zero extinction of species iii) Halve footprint of consumption and production. More specifically, aligns with and contributes to the Asia Pacific Strategic plan, the WWF practices of oceans, forests, wildlife, climate and energy, food, governance and markets, the Global Coral Reef Rescue Initiative (GCRRI); Sharks and Rays Recovery Initiative; and Accelerating Coastal Community-led Conservation Initiative; as well as the regional WWF Coral Triangle Programme Strategic Plan.

[Refer to Annex 3 for a table on the WWF-Pacific Alignment to Global, Regional and National Policy Frameworks](#)

[Refer to Annex 4 for a table on the WWF-Pacific Alignment to WWF Goals and Targets including Asia Pacific and Practices](#)

Our guiding principles and approaches: how we work

Our guiding principles

Guiding principles

1. Recognize that indigenous peoples are the guardians and stewards of natural resources in the Pacific and will respect their cultural values and right to govern and use their resources for their own development including their free prior and informed consent.
2. Will seek and apply effective, innovative, equitable and beneficial models and approaches for conservation and sustainable development in partnership with communities to enhance diversity and inclusion.
3. Promote Pacific Island attitudes, policies, institutions and practices that place the well-being of people at the heart of community-based conservation and development.
4. Strive to work in appropriate partnerships with local communities, other communities, other organizations and government agencies, respecting their positions and addressing their needs.
5. Will demonstrate through action and consistency its equitable and inclusive engagement with all relevant stakeholders.
6. Will use the best available information, along with a proactive and focused approach to seek solutions to the conservation and development issues of Pacific Islands.

Our approaches

At a glance

1. **Scaling: out, up and deep: working with others** - different approaches to have impact by Scaling out through diffusion of ideas through community exchanges and replication by unlocking finance; Scaling up by strengthening bridging institutions, and reinforcing policy; Scaling deep by shifting behaviour and relationships through collective leadership and learning.
2. **Effective and impact driven** - programmes, operations, finance, people and culture, communications are impact driven and effective - working towards a shared vision, using funds in a transparent and effective way, ensure we have the right capacity, systems, processes and resources to operate and deliver.
3. **Inclusive conservation** - all Stakeholders are active participants in decisions that may affect them. Promoting GEDSI - to have a greater impact on women, men, youth, the elderly, people living with disability and other vulnerable social groups who are impacted differently by conservation and livelihood initiatives. Applying Free, Prior and Informed Consent (FPIC) and ways for stakeholders to voice concerns and submit grievances.
4. **Environmental and Social Risk management** - ensures we do no harm to communities or the environment by screening activities for potential risks and developing mitigation measures to ensure our activities benefit the communities where we work.
5. **Policy advocacy** - engage in policy advocacy at various levels with on-the-ground actions to bridge the needs of people and the political will of leaders. Developing evidence-based policy recommendations, campaigning, amplifying the voices of communities and partners, translating commitment into actions that will benefit people and the planet.
6. **Integrating traditional knowledge, science and innovation** - support communities and partners on documenting traditional knowledge and practice; carry out research together with communities, academia, local researchers and government to understand changes and take action. Apply tools to support community science, build community capacity on marine monitoring and identify new ways of work to constantly innovate and adapt.

1. Scaling: out, up and deep: working with others

“Scaling-up community-based fisheries management (CBFM) means moving from small pockets of effective coastal fisheries management to meaningful proportions of the coastal environment. A strategic approach is considered vital involving the implementation and sustaining of enabling contexts for CBFM, and direct CBFM actions.” (New song for coastal fisheries – pathways to change: Noumea Strategy, SPC, 2015).

Our scaling approach is central to WWF's work in the Pacific and our implementation and sustainability, broadening the scope and impact of our engagement. There are three types of scaling approaches that WWF is using. This follows the *WWF Accelerating Coastal Community-led Conservation Initiative* guide and focuses on accelerating impact through a 'scaling by design' approach:

- **Scaling out** through diffusion of ideas by facilitating community exchanges and through replication by unlocking finance;
- **Scaling up** through strengthening bridging institutions, and reinforcing policy; and
- **Scaling deep** through shifting behaviour and relationships through collective leadership and learning.

This places focus on empowering communities, and activating networks of community supporters at local, national, regional and global scales. Recognising that community engagement can be resource and time intensive, each country programme continues to determine which scaling approaches will be implemented to achieve the programme goals and deliver the impact and sustainability in focal areas of work. Our aim is to make our programmes broadly available and inclusive through a GEDSI lens. We will have a plan in place that will determine sites, seascapes and landscapes for scaling. Supporting enabling environments will be built or enhanced via policy, awareness, capacity building, tool development and adding to existing and new networks and partnerships. We work with community champions and facilitators, key partners and community-based organizations; as well as with provincial and national government's fisheries and environmental agencies.

Some of the questions we ask ourselves for scaling are: *What elements of our approaches may need adapting before scaling and how we can broaden our reach and achieve greater impact? What's the sustainability of our approaches e.g. the Community Facilitator model? What level of resourcing is required to scale? What is the appropriate scaling strategy e.g. where to and how - out; up and or deep; which partners will support? Do we facilitate or lead scaling and what supporting policies are available or are needed?*

This means that in some areas where WWF already works, we are progressing towards longer term engagement with communities and community facilitator/community representative networks and closer engagement with the provincial government. In other areas, we use a lighter approach to expand our reach and impact. Associated with our scaling approach and our MEL work, we are developing a monitoring framework for scaling deep and working at community levels, to help us gauge our effectiveness and the impact we aim to achieve (see [Innovation box](#)).

2. Effective and impact driven

We take an integrated approach, where programmes, operations, finance, people and culture, communications are impact driven and effective and work towards the same 2025 strategic outcomes outlined in this plan. We are driven by the positive change we want to see as a result of the work we are doing. Being impact driven means focusing equally on people and nature and ensuring our work delivers benefits to both. To be impact driven means that we keep that change forefront in our minds as we deliver our work — the essence of our finance work, our compliance, our approach to partnerships. Being impact driven means that we fully absorb environmental safeguards into our project cycle because we want to ensure that we not only avoid negative impacts but that we enhance positive results. With the challenges we face, using funds in a transparent and effective way is essential. In order to do this, we ensure we have the right capacity and skills, systems, processes and basic resources to operate and deliver. We also need to have a healthy pipeline of projects and funding, an inclusive and effective proposal development process and strong relationships with donors and partners — trust in our ability to deliver and bring impact.

To remain focused on impact, we need to ensure we know what that means in practice and how our outcomes will translate into real change on the ground for people and nature. To achieve this, we need all WWF staff to be focused on this approach and put it front and centre in all the work we do. We need to have close partnerships with WWF offices who in various ways support WWF-Pacific, we also need to ensure we have a shared vision and understanding with communities, other implementing partners, service providers and other relevant stakeholders. We need to be able to see and prove our impact, scale our approaches to have greater impact and ensure our results are sustainable. Engaging in fora and platforms for knowledge sharing — drawing from nearly thirty years of WWF's experience on the ground, in the water and the forests, with and for the people of the Pacific — is part of ensuring our impact to inspire positive change for the whole region.

3. Inclusive conservation

Inclusive Conservation means that all Stakeholders are active participants in decisions that may affect them. A cornerstone of this process is Stakeholder Engagement. Dialogue with stakeholders is an essential element of project design and underpins how we work. In order to ensure that project activities are designed to meet needs of stakeholders, we must engage them in a meaningful way. Stakeholder Engagement is an inclusive and ongoing process of interaction between projects and stakeholders, conducted in good faith, to support strong, constructive, and responsive relationships that are based on trust and respect. WWF's commitment to Stakeholder Engagement reflects its interest in ensuring that Stakeholders are included in every stage of project design and implementation, and furthermore that WWF acts in

accordance with relevant international human rights instruments. WWF defines Stakeholders as individuals, groups, or communities who might have an interest or stake in a project or program, who could influence a project or program, or who may be directly or indirectly impacted by a project or program. Particular emphasis is made to ensure engagement of all genders, age groups, ethnic groups, religious groups, and organizations. We are still working towards strengthening our ability to effectively engage all stakeholders and it continues to be a learning process for WWF-Pacific.

An essential element of Inclusive Conservation and part of the stakeholder engagement strengthening is WWF-Pacific's GEDSI Programme. This work promotes a "people-centred approach" to ensure policies, projects and practices can have a greater impact on women, men, youth, the elderly, people living with disability and other vulnerable social groups who are impacted differently by conservation and livelihood initiatives. The best way to learn what people need and what they see as possible solutions to their problems is to work directly with them and engage them in consultations using participatory approaches.

In some situations, a more robust form of Stakeholder Engagement is required. Free, Prior and Informed Consent (FPIC) is mandatory for projects or programs when the activities potentially affect the rights, land, water, resources, cultural resources, or livelihoods of Indigenous Peoples or tribal peoples. At its core, FPIC ensures that Stakeholders understand the nature of the project activities and agree to them prior to implementation. If FPIC is not achieved for specific activities, WWF-Pacific will not proceed with these activities.

WWF-Pacific has designed a bespoke Grievance Redress Mechanism (GRM) that is relevant for its context. The GRM ensures inclusivity during project implementation because if Stakeholders believe they have been, or likely will be, adversely affected by project activities, they have recourse for their grievances. The GRM offers stakeholders an impartial process to mediate their concerns with the goal of resolving them in a manner that addresses the concerns and, ideally, allows the project or program to achieve its outcomes.

4. Environmental and Social Risk management

The Environmental and Social Safeguards Framework (ESSF) ensures that WWF does not cause harm to communities or the environment. While all of WWF-Pacific's projects and programs seek to support communities and the environment, unintended risks can materialize if a system is not in place to screen activities for potential risks and develop mitigation measures for the risks identified. Ultimately, it is fully acknowledged that our activities must benefit the communities where we work, and the ESSF assists us with ensuring this goal. The first step is the Safeguard Screening Tool (SST), which identifies social and environmental risks that exist in projects and programmes. The SST poses a series of probing questions related to each of the social and environmental safeguard standards and principles in order to elicit "yes" or "no" responses. All "yes" responses trigger a risk related to the relevant standard or principle. Mitigation measures as part of the Environmental and Social Mitigation Framework (ESMF) are then designed to avoid, minimize, or mitigate the risks that have been identified. Avoiding risks is the preferred method and is usually achieved through removing the activity that is causing the risk or implementing the activity in a different location. This, however, is not always possible and thus projects will seek to minimize risks through decreasing the likelihood that the risk will occur and mitigation measures assist with making the project activities more resilient to potential risks.

During the first half of the 2025 Strategic Plan, WWF-Pacific focused on implementing the ESMF, which is part of the ESSF, as per WWF-International's guidelines. This has primarily involved implementation of the ESMF at the Land/Seascape Level. Now that WWF-Pacific has completed significant outputs in this regard, for the remaining time of this Strategic Plan, we are focusing on ensuring that the ESMF is fit for purpose, and implemented at the project level, and that GEDSI is mainstreamed in all of our policies and procedures. In conjunction with Regional Quality Assurance (RQA), WWF-Pacific has refined the ESSF processes to ensure that the necessary granular analysis is implemented on the ground, at the project level, in order to ensure the project activities do not cause harm to communities or the environment. To this end, WWF-Pacific implements project-level SSTs and mitigation plans for all of its projects and plans to dedicate significant resources towards Stakeholder Engagement and FPIC for all of its projects. Further, WWF-Pacific has designed a Stakeholder Engagement and FPIC Tool that will be piloted through the region as a pragmatic way to ensure that we work together to actively listen to the needs of our stakeholders.

5. Policy advocacy

In recent years, there has been an unprecedented movement to address global challenges, such as climate change, biodiversity loss, ocean health and more. WWF-Pacific has seized on these movements with an aim towards supporting Pacific governments in global, regional, national and sub-national advocacy fora. For example, at the global scale, WWF-Pacific has played an integral role supporting climate (Climate COPs), biodiversity (Biodiversity COPs) and ocean policy (UN Oceans Summits +). At a regional level, WWF-Pacific uses advocacy to advance regional support for a treaty banning plastics and building of a coalition to secure a moratorium on deep sea mining. Locally, WWF-Pacific contributed to the establishment of National Plans of Action for Sharks and Rays and turtles. WWF-Pacific firmly believes that policy advocacy is an important tool that can help shape and deliver on global commitments as well as critically important management of resources at national and local scales - driving positive system and behaviour change. WWF-Pacific supports policy advocacy at various levels in combination with on-the-ground actions in order to bridge the needs of people and the political will of Pacific Islands leaders.

To advance WWF-Pacific our work and achieve our outcomes, we believe system and behaviour change is essential. WWF-Pacific work toward this through **developing and advocating evidence-based policy recommendations** rooted in research, lessons learned and best practices and advocate for their implementation to reduce environmental degradation and promote sustainable practices. WWF-Pacific works very closely with relevant Government departments, policy and decision makers, and other stakeholders to identify key opportunities at national, regional and global level to achieve this. We also work on achieving this through **campaigning** and innovatively and collaboratively working with relevant organizations and partners to increase public awareness and amplify the important voices of indigenous people and local communities. We work on **amplifying the voices of others** to influence policy through collaborating with communities and partners to pool resources, share knowledge and expertise. We **translate commitment into actions that will benefit both people and the planet**. We collaborate strongly with indigenous people (IP) and local communities (LCs), women and youths and relevant government departments including other stakeholders and partners to translate climate, biodiversity, oceans and nature-based commitments. WWF-Pacific will continue collaborating very closely with IP and LCs to ensure they are engaged and their voices heard in decision making processes and bodies to ensure inclusive and equitable participation of the most vulnerable and those furthest behind.

WWF-Pacific's key policy interventions will focus specifically on the following priority areas:

- Community Protected Areas
- Coastal, offshore and regional Fisheries
- IP and LC rights and Equity
- Global Biodiversity Framework including the 30x30 target
- Climate Change Mitigation, Adaptation and Disaster Risk Reduction
- Blue Economy, Sustainable Oceans and Oceans Financing
- Tuna Fisheries and Migratory Species, specifically turtles, sharks and rays
- Plastic Pollution and Waste Management and the new Global Plastics Treaty
- Deep Sea Mining

6. Integrating traditional knowledge, science and innovation

We recognize science, traditional knowledge and innovation as an important basis for how we work and we integrate this across our programmes. [A global analysis report on The state of Indigenous Peoples' and Local Communities' lands and territories](#) provided a science-based assessment which showed that at least 32%, or 43.5 million km², of global land and associated inland waters is owned or governed by IP and LCs, either through legal or customarily-held means. These communities play key roles as custodians of these areas and hold a wealth of knowledge on how to manage them sustainably. Indigenous communities and local populations have lived close to nature for generations, and have developed deep spiritual and cultural understandings of the natural world and the delicate balance of ecosystems. The knowledge and practices alongside modern science and innovation can together be powerful tools in addressing the challenges at hand. Indigenous, local, and scientific knowledge systems include both intangible elements (such as languages, concepts, beliefs, values, worldviews, and spirituality) and tangible elements (including objects, structures, landscapes, and organisms).

Traditional knowledge can provide valuable insights into the ecology and behaviour of plants, animals, and ecosystems. The Pacific region is home to a diverse array of indigenous communities, each with their own unique traditional knowledge and practices related to conservation and sustainable use of their natural resources. Many Pacific island cultures have developed robust systems for managing their coastal resources, including marine protected areas, seasonal fishing restrictions, and taboos on harvesting certain species. For example, Papua New Guinea, Solomon Islands and Fiji all practice "tabus" or "tambus" which involve designating areas of the reef or coastal habitats as "no-take" zones or seasonal closures to allow fish and other marine resource stocks to replenish.

Indigenous, local, and scientific knowledge systems are keenly aware of the importance of addressing climate, nature and the economic crises at present and in the future. Though these knowledge systems differ in their approaches and pathways, their outcomes and practices are mutually supportive and can strengthen climate, ocean and biodiversity actions for the benefit of people and the planet. In order for this to support the achievement of our outcomes, we need to be able to adapt projects and programmes based on input from communities in terms of traditional practices, science, or if a new way of working proves to be more effective and impactful.

We support communities and partners on documenting traditional knowledge and practices and ensuring that it lives on through projects such as the *Oceania First Voices* project. We also carry out research and important studies on the areas where we work together with communities, academia, local researchers and government to better understand changes and take action on what the science is telling us. WWF is applying various tools to support community science, including Reef Check, Seagrass Watch, and Spawning Potential Surveys (SPS) to understand fish stocks and state of ecosystems as well as marine monitoring with community rangers to understand current state and changes to the marine environment as well as documenting climate change impacts. We also work collaboratively with partners to identify new ways of working to constantly innovate and adapt. Read more about this in the section on our WWF-Pacific's [innovation box](#).



Together possible in the Pacific

Partnerships are crucial for achieving our ambitious goals and outcomes and creating a positive impact and influence in the Pacific. Our partners are diverse and encompass communities, governments, civil society organizations, CROP agencies such as the Secretariat of the Pacific Environment Programme (SPREP), the Pacific Communities (SPC), The Pacific Islands Forum (PIF), the Office of the Pacific Ocean Commissioner (OPOC), the University of the South Pacific (USP) and the Forum Fisheries Agencies (FFA), academia, United Nations agencies and private sector.

We work with **communities, including indigenous peoples**, to promote community-led conservation and sustainability initiatives. These partnerships aim to enable local communities to take ownership of conservation and sustainability

initiatives. We also work with communities to promote and integrate traditional knowledge and practices that support biodiversity conservation and sustainable resource management and ensure their voices — concerns and ideas — are heard on important policy issues.

We partner with **CROP agencies** on specific initiatives and campaigns by leveraging our respective strengths and expertise to engage better with local communities, advocate for policy change that promotes sustainable development as well as share research findings and best practices. We work closely with governments in the Pacific to offer greater opportunities for alignment, ensuring that our initiatives are integrated into national development plans and policies. Our partnerships with governments are crucial to strengthening policy frameworks that promote sustainable development, biodiversity conservation, and climate resilience. WWF-Pacific actively contributes to key national biodiversity and related development plans, e.g. in the Solomon Islands and Papua New Guinea, WWF programmes of work contribute to their governments Coral Triangle Initiative national plans of action. WWF-Pacific also maintains partnerships with key regional NGO/CSO network bodies such as PRINGO, LMMA and PIANGO to extend its scope of influence on shared messaging on conservation and sustainable development.

We collaborate with **civil society organizations** to build coalitions of advocates and champions for conservation and sustainability in the Pacific and to jointly deliver on projects and programmes. For each country, we have selected a small number of partners that we want to deepen relationships with and support to co-deliver on projects. WWF will work to support organizational development of local implementing partners to ensure effective delivery and impact on the ground using the *WWF guidelines to support organizational development in civil society organizations*. Our partnerships with **NGOs and community-based organizations** focus on enabling local communities to take ownership of conservation and sustainability initiatives to support their community development planning including disaster risk reduction (DRR), fundraising and proposal development and governance and capacity building. We also work with NGOs to increase awareness and advocacy on policy issues related to biodiversity conservation, sustainable fisheries, climate resilience, pollution and IP and LC rights.

We engage with **academia** to build capacity, promote research and knowledge exchange on conservation and sustainability in the Pacific. Together with academic institutions, we generate evidence-based solutions to complex conservation challenges in the Pacific. We also collaborate with academic institutions to build the capacity of local researchers and organizations to undertake research and monitoring programmes.

We have a long history in working with the **private sector** to promote sustainability in the region and recognize the role of the private sector in bringing about transformational change in demand, markets and supplies and its influence on natural resource management. Our partnerships with businesses focus on developing sustainable value chains and promoting sustainable business practices. We also engage with businesses to promote sustainable investments, including in sustainable community-based fisheries and sustainable fisheries.

WWF-Pacific continues to build on previous relationships with private sector partners such as John West Australia to strengthen our engagement with private sector partners in promoting sustainable business and industry through conservation stewardship and Nature-based solutions. WWF-Pacific is embarking on a private sector partnership with a Fijian investment company made up of business developers and finance experts, who support the development of green and blue businesses in the Pacific. In PNG, WWF is exploring engagement with the Fishing Industry Association (PNGFIA) and in Solomon Islands, we have begun working with a local fish retailer, to introduce awareness and training on CBFM. We hope to scale up and replicate these partnerships across the three countries.

The **markets and drivers** of natural resource extraction are sometimes within the countries we work in, but usually originate from external influences. To address the drivers, WWF-Pacific will need to work with markets, their supply chains and financiers of extraction. WWF-Pacific will expand our work across disciplines, sectors and business simultaneously, in coordinated actions, over large landscapes, across countries, with funding sources that support broad based actions, over appropriate periods of time. Through partnerships, the long-term sustainability of impacts in the three WWF-Pacific countries and at a regional level can be ensured through joint capacity building of people and structures, policy changes and embedding of strategies into regional, national, provincial, district and village level plans to ensure companies are also held accountable and comply with commitments and support received.

WWF-Pacific partners with WWF-Australia, WWF-New Zealand, WWF-US, WWF-Netherlands, WWF-Germany, WWF-Singapore, WWF-Sweden and WWF-UK on implementing programmes and projects. We will continue to maintain these partnerships around the conservation priorities identified in this Strategic Plan. WWF-US is also demonstrably taking an

active interest in the Pacific and has been involved in major fundraising efforts such as the Green Climate Fund (GCF) submissions for Fiji, which will ramp up during the implementation of this Strategic Plan. WWF-Pacific will also continue to support where relevant, the Network's Asia offices such as through PNG and SI's engagement through the Coral Triangle Programme and contributing to knowledge and learning exchange as well as sharing of best practices, and where opportunities arise, collaborate with WWF New Caledonia and its work in the French Territories. WWF-Pacific will work in closer partnership across the WWF Network to enhance outcomes at the regional and global levels. We work with the WWF practices, especially closely with the Oceans practice as a lot of our Strategic Plan aligns with theirs. We also participate in the Coral Triangle Programme Governance Committee, Oceans Practice Leadership Team, AP25 Executive Team to position the Pacific and our country offices. These engagements will foster having support from the Network to support, guide and build the capacity of WWF-Pacific to deliver on our Strategic Plan. In 2023-2024, WWF-Pacific will develop a partnership framework to provide further guidance on our engagement.



Operationalizing the Strategic Plan

Institutional development, agile systems and processes, workforce strengthening, and culture formation underpin the execution of this strategic plan. Its implementation is anchored on connection, collaboration, shared leadership, and collective responsibility for performance. The resilience that the organization has developed in response to the pandemic and other disruptions helps to pivot the organization into the future. The updated strategy helps to reinvigorate and transform WWF-Pacific into a more efficient, accountable, and sustainable entity.

Now and in the coming years, WWF-Pacific will continue to utilise resources, expertise and unique areas of capacity to accelerate the achievement of its strategic outcomes. We will leverage our knowledge and practice to improve the quality and effectiveness of our programmes. We will transform ourselves into a regional change maker that is agile and able to face unprecedented challenges.

Institutional Development

WWF-Pacific has embarked on a strategic and transformational process to strengthen its management and leadership capacities; improve its program quality and effectiveness; and establish operational systems and infrastructure that are fit for purpose. The organization is on a development trajectory, in terms of conservation outcomes, financial sustainability

and brand positioning within the region. In parallel, the organization is forging a learning culture, where shared leadership, productivity, continuous improvement, diversity, and inclusion are promoted and encouraged.

WWF-Pacific's Organizational Development is one of the most important elements in its integrated suite of plans. As this 2025 Strategic Plan was reviewed and updated, WWF-Pacific also updated its organizational development framework, alongside the review of Country Office Strategies and implementation of agreed actions from the WWF-Pacific (PPO)/Fiji Internal Audit. WWF-Pacific will continue to progressively and deliberately strengthen internal capacities to operate efficiently and implement quality conservation outcomes.

The main tenet of its organizational development agenda is that a better performing WWF-Pacific should have a range of capacities that can contribute to improved strategic outcomes. WWF-Pacific regards capacity development as a multi-dimensional concept that focuses on leadership, governance, strategy, structure, systems, programs, operations, communications, human capital, and culture. Towards quality conservation programmes, the key considerations relate to an assessment of programme delivery capacity, quality implementation and monitoring of programmes, operational efficiencies, and functional systems from a business enablement perspective.

WWF-Pacific will continue to focus on:

- Transforming Conservation: Programs and Advocacy
 - Expand the reach and impact of conservation programmes and a balanced programme portfolio approach in line with our Strategic Plan;
 - Enhance programme quality through improved program/project management and Monitoring, Evaluation and Learning (MEL) to monitor how we deliver on our outcomes
 - Strengthen brand differentiation – amplify WWF-Pacific's Unique Value Proposition, including high-value programs and products for targeted, multi-year funding;
 - Leverage communications and advocacy – help change narratives so that addressing social, environmental, and climate-related issues is deemed profitable. Targeted messaging using various platforms to reach a larger mass of investors and supporters.

Transforming our People: People and Culture

- Strengthen management, operational and technical capacities at country and regional levels;
- Attract, retain, and sustain the talent necessary to achieve our vision and Strategic Plan;
- Identify an internal leadership pipeline and develop national/local talent to increase diversity in management and leadership;
- Organise a mobile and flexible workforce (including using ICT/digital tools, establishing connection between teams, coaching and training), as may be necessary. Develop an inclusive Culture, that is characterised by Shared Leadership, Staff Engagement, Productivity/Contribution and Recognition;
- Forge culturally, psychologically, and physically safe workplaces at the country and regional levels.

Transforming our Organization: Organizational Development

- Strategic and tactical positioning within the Pacific region, including leveraging advocacy and influencing;
- Strategic and tactical alliances; and targeted expansion in other countries;
- Sharpen our Funding Model – diversify fundraising channels and identify new business development. Position for multi-year grants, particularly those generate unrestricted income, towards a reliable and sustainable revenue base;
- Develop an 'Investing for Impact strategy' for internal and external investors to contribute to solving social, environmental, and climate-related issues at scale;
- Undertake Shared/Support Services Transformation: People and Culture (HR); Information Communication and Technology (ICT); Finance, Risk and Compliance; Asset Management, Supply Chain and Administration;
- WWF Asia-Pacific and International Network Engagement – drive and influence the realisation of opportunities (including partnerships) within the network.

Leadership and Governance

By 2025, WWF-Pacific has progressively and deliberately built and strengthened local internal technical and governance capacities to operate efficiently and effectively to implement conservation outcomes and be the leader of conservation work in the region.

Our country-level and regional leadership and governance are rooted in our WWF values — courage, collaboration, integrity and respect. We will continue to promote diversity and inclusion within our structures, both at the country-level and Pacific Program Office (PPO) level.

A more decentralised model of working across the Country Offices, whilst continuing to share a common brand, services, and resources, can support efficiencies where they need to be. In the longer term, these Country Offices can become more sustainable agencies, and act as catalysts and convenors for the network. We will become a more geographically representative network with clear mutual accountability. We will become more agile and innovative, with more devolved decision making and greater participation by the people we work with.

We will strengthen the Country Offices in Fiji, Solomon Islands and Papua New Guinea in their frontline roles by enhancing their accountability for performance and impact. Our Country Offices are the pillars for deepening our connections and long-term relationships necessary to change behaviours and drive lasting change. We will invest in strengthening legal compliance, governance, and decision-making frameworks towards increasing agility, collaboration, and transparency.

Resourcing the Strategic Plan

By 2025, financial resources from the WWF network, PSP agencies, trust and foundations, the private sector, private donors or through NGO partnerships, are available to achieve the goals and objectives set in WWF-Pacific's 2025 strategic plan.

Our fundraising consists of engagement with relevant donors and partners who align with our strategic conservation priorities. Available opportunities are analyzed on a regular basis. Information contained within this Strategic Plan can be used to tailor our approaches. In implementing this document, we will engage in identifying opportunities, strategic positioning and donor engagement, partner identification and capacity building, and proposal development.

Our proposal development is a participatory process. All proposals also go through our internal quality assurance processes and are escalated to the WWF Quality Assurance Committee at either global or regional levels as appropriate to enhance quality and reduce and manage risks.

Our funding portfolio will play a critical role in driving our strategy forward. We will diversify and align funding to deliver our operational and strategic objectives — from funding received through donor governments and institutions to the more flexible funding available from corporates and foundations. We will grow our unrestricted income with a focus on multi-year, big scale funds, building on successful channels and innovating our social media platforms to draw supporters. We will grow our grant portfolio to provide the funding necessary to achieve our mission. This includes strengthening our capacity for internal and public fundraising and growing our revenue generation in new markets.

WWF-Pacific's strategic ambitions are defined by our financial resources and rely on both predictable and adaptable funding. Our revenue generation strategy is anchored on strategic and opportunistic funding explorations, consisting of various portfolio types. We reach out to non-traditional, previously untapped funding landscapes; and proactively develop a range of new philanthropic networks. In-country capacities and processes are in place for country offices to independently undertake business development and/or collaborate effectively with the regional office to proactively fundraise.

Bringing this Strategic Plan to fruition requires new approaches to expand and diversify financial resources to scale up transformational change. Our funding approach needs to be strategic and opportunistic at the same time, noting that

WWF-Pacific is a medium-sized organization that banks on a strong global brand which is heavily reliant on external funding. To execute this strategy, we will ensure a fundraising target of CHF 5-8 million annually, representing a matched increase to the scale of current and new programmes. Achieving this target will require greater investments in new approaches and further consolidation of our country-level and international network.

We will challenge ourselves to explore new markets, strengthen our ability to lead large-scale private and public consortia; and develop new revenue streams that include social businesses and climate finance.

- Effective communication, with quality and timely delivery of donor reporting is maintained, consistently improved upon, and monitored;
- Strategic profiling and advocacy for priority land and seascapes in each of the three countries to ensure donor relevance and support is maintained;
- Private sector co-financing and fundraising is enhanced to deliver market transformation as part of conservation plans;
- Effective alignment with each country's national conservation and sustainable development priorities to support organizational fundraising strategies;
- Diversified business models are maintained to allow optimal cost recovery and enable flexible implementation using unrestricted funding;
- Our talented staff can be formed into a consultancy resource for the sector, so that we can broaden our reach and share our expertise, whilst supporting the revenue generation for programmes and initiatives;
- Award Management System is implemented to ensure accurate capture of information for timely reporting, decision-making and pipeline planning;
- Generate more resources, both restricted and unrestricted, to be shared among the Country Offices;
- Nurture a long-term supporter base, particularly young people, to support and act for conservation;
- More proactive discussions with donors and supporters and solicit multi-year funding of a scaled-up amount through public and grant funding;
- Develop cost-recovery policy to ensure improvements in our financial sustainability.

People and Culture

By 2025, WWF-Pacific maintains a standard as an employer of choice in each of the three countries, which attracts, builds, and retains talents to deliver conservation targets through a coordinated, high performance and driven team. By 2025 WWF-Pacific is also recognized as a regional leader, and partner to governments, in the areas of global and regional advocacy.

Our staff are the organization's greatest assets. To deliver an ambitious strategy, we need individuals who bring specific experience and expertise, and who share our organizational values. The way in which the organization values individual contributions will set the stage for how people participate in discussions and how committed they are to organizational decisions. We will recruit, engage, and develop staff through a workforce development platform that focuses on retention, talent management and succession planning.

Our commitment to staff well-being and development will be demonstrated through the allocation of unrestricted funding for learning and development, coaching and leadership development. We will continue to foster strong staff retention with a healthy turnover of less than 10% and increase staff engagement through annual employee engagement surveys.

We can develop talents who can serve as think tanks and practitioners in their countries. We will strive to offer more competitive benefits, and an inclusive and stimulating work environment, to ensure healthy retention rates. We will develop and implement a talent strategy to attract and retain individuals with the right skill sets and motivation to reinforce our current capabilities.

- WWF-Pacific's organizational structure, with roles and responsibilities defined and aligned to the conservation plan, has been implemented;
- WWF-Pacific has built the capabilities of Pacific national staff through a systematic approach to learning, talent development and succession planning;

- WWF-Pacific has developed an organizational culture that builds vulnerability and safety, forge respectful social connections, and improve the work environment;
- Recruitment strategies attract quality people with the right multidimensional skills and experiences that are aligned to the present, and future conservation needs of the organization;
- WWF-Pacific country offices actively promote an environment that nurtures the right behaviours for fostering team spirit, resulting in impactful conservation outcomes;
- WWF-Pacific consistently develops and improves HR systems (including a cloud-based Human Resources Information System), processes and policies (staff Health and Well Being, Office OHS Safety) that will enable an environment which genuinely supports and improves staff productivity, understanding of boundaries and policy compliance;
- WWF-Pacific actively applies staff retention strategies, talent management and succession planning and flexible working hours to proactively foster increased employee morale, productivity, and commitment to the organization;
- WWF-Pacific have applied internal training initiatives, together with support from management, to ensure that developing and growing internal capacity allows for internal succession to senior management roles from across the three country offices;
- WWF-Pacific applies recruitment processes that promote diversity such as gender balance, considerations for youth, disability, and ethnicity.

Implementing consistent People & Culture processes and policies will enable improved employee understanding, compliance, and productivity. Strengthening recruitment strategies, induction processes and staff development and leadership opportunities will increase the retention of quality staff with a broad range of skills and experiences. This is key to ensuring the development and growth of internal capacity and achieving a fully mature and developed organizational structure.

Financial Management and ICT Efficiencies

By 2025, WWF-Pacific has implemented a robust finance strategy that delivers the conservation priorities for Fiji, SI and PNG and has effectively managed its donor investment benchmarked against high quality, accountable and transparent network standards. The organization will further streamline administrative management processes, policies, and practices with finance and in alignment with effective ICT solutions and green office management resulting in greater resource and time efficiency.

- Financial support services that enable WWF-Pacific to deliver the Conservation Plan in the most cost effective and efficient manner.
- WWF-Pacific's financial security and growth is maintained and increased annually through effective collaboration within country conservation leads.
- WWF-Pacific consistently improves its financial processes and policies to maintain the highest standards in transparency, accountability and effectiveness with reporting and audits.

We will exert effort and increase investment in operational efficiencies across the Country Offices and with the Pacific Program Office. We will invest in digital transformation to revolutionize our ways of working and use digital communications to strengthen the direct connections between our supporters and the people we work with.

A set of systems system is implemented, integrating within and across departments to dismantle silos and achieve common objectives. We will leverage appropriate technology, streamline business processes, and enable a cloud-based platform to allow engagement, information sharing and decision making in real time. We will strengthen our operational infrastructure and systems through enabled technology and efficient internal processes. WWF-Pacific's processes, procedures and ICT systems have been developed to a level which will support best practice functioning of virtual, integrated teams, remote management, and networking with global and regional teams. WWF-Pacific's processes, procedures and IT systems have been developed to a level which will support best practice functioning of virtual, integrated teams, remote management, and networking with global and regional teams.

Until 2025, there are opportunities to invest in technology, increase staff capacity and further develop office management policies and systems, with particular focus on the following areas:

- Implementing improved internal controls systems;
- Enhancing financial reporting tools and forecasting models;
- Implementing new accounting systems, implementing latest versions of prescribed accounting software;
- Improved cost recovery systems and budgeting;
- Enhancing administrative tools and updating policies;
- Implementing new administrative systems;
- Enhance filing systems and document storage and service accessibility;
- Modernized and robust technology;
- New and updated ICT policies, information storage and management.

Administrative services operate in a cost-effective manner without compromising quality service or product acquisition for both conservation and operations staff and facilitates operational functions that are timely and efficient. WWF-Pacific is actively promoting and applying Green Office standards in all its offices - PNG, SI and Fiji, demonstrating sustainable practices as part of daily office operations.

Risk Management and Compliance

Compliance and risk management is a collective responsibility shared across three locations and actioned by multiple teams and individuals. WWF-Pacific complies with various requirements such as Network standards and policies, statutory regulations and compliance and operational policies and guidelines. Non-compliance may compromise our reputation and ability to operate in Fiji, PNG and the Solomon Islands. Therefore, there is a significant focus in this area of work and we report diligently on this aspect to our stakeholders.

To guide and support the delivery of this strategic plan, a number of plans, processes and policies are in place or are currently being developed³.

These include:

- Partner management system (2023)
- Emergency protocol (2022)
- Cost Recovery strategy (2023)
- WWF Operating Principles (2023)

WWF-Pacific maintains a comprehensive Risk Register which captures the various risks impacting our organization, how we mitigate and manage those risks. It is regularly reviewed and updated to capture changes in risk levels and ensure we are effectively managing those.

The operational implementation of both regional and country conservation strategies is subject to certain external and internal risks. WWF-Pacific adopts a risk-based approach to its operations and delivery of its Conservation Plan and has risk management plans in place for each program. The importance of this approach has been highlighted by the global Covid-19 pandemic which has caused a great disruption through increased health risks to WWF staff, partners and stakeholders, disruption to travel and operations, increased uncertainty in fundraising, and economic and policy impacts in Fiji, SI and PNG.

WWF-Pacific adheres to all WWF international's social and environmental policies, financial laws and regulations and observes commitments made under regional and global conventions. WWF-Pacific complies with the WWF International

³Policies and documents can be shared upon request and on a need basis.

Fraud and Corruption: Prevention, Detection and Response Policy including a zero tolerance for fraud and corruption, WWF's Conflict of Interest Disclosure & Management Policy, WWF Child Safeguarding and Protection of Rights network standard, WWF Australia Disability Policy and PSEAH Policy, WWF Policy on Poverty and Conservation, WWF Gender policy, WWF Respect in the Workplace Policy, WWF Speak Up! Whistleblowing & Escalation of Issues Policy, WWF International Code of Ethical Conduct.

A commitment to high ethical standards means operating in a way that is culturally respectful, scientifically rigorous, politically independent, cooperative and partnership focused, transparent and accountable and financially responsible and cost-effective. It requires a focus on reducing environmental impact and complying with environmental laws and agreements. It requires individuals to behave in respectful, considerate, and professional ways, to always follow the law and WWF policies and to prioritise ethical behaviour.

WWF-Pacific also complies with a range of laws, the most significant of these being:

- Corporations' legislation;
- Fundraising requirements;
- Various taxation legislations;
- Various national and provincial employment and labour laws.

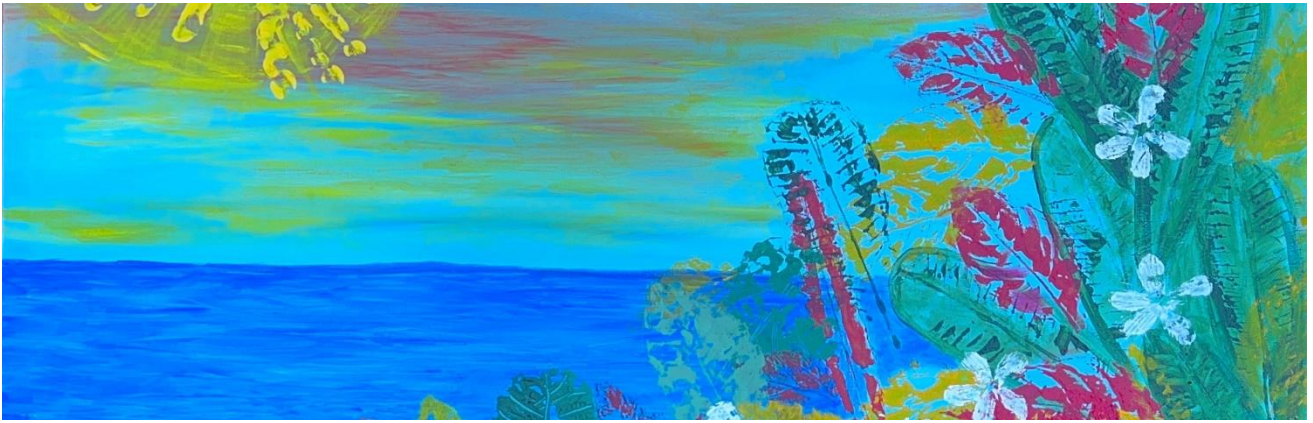
We will continue to strengthen our risk and compliance capabilities to help in navigating complex regulations and local legislations.

Communications

Effective communication of the WWF-Pacific 2025 Strategic Plan is crucial for its successful implementation. We will utilize targeted messaging, media engagement, and innovative digital platforms to engage audiences such as governments, communities, businesses, and civil society organizations in the Pacific region. By fostering transparent and inclusive communication channels, we aim to inspire action, drive behavioural change, and influence policy decisions. Our goal is to ensure that the WWF-Pacific 2025 Strategic goals and outcomes are widely understood, embraced, and implemented. In addition, a comprehensive communications plan for WWF-Pacific is being developed and will be completed in 2023. This can be shared upon request when completed. The communications plan will outline specific strategies, tactics, and timelines for engaging various stakeholders and delivering key messages. It will identify target audiences, define communication channels, and incorporate innovative approaches to maximize reach and impact. The communications plan will also emphasize the importance of transparency, inclusivity, and collaboration, enabling meaningful engagement and dialogue among stakeholders. By developing a well-crafted and targeted communications plan, WWF-Pacific aims to effectively convey the goals and outcomes of this Strategic Plan, driving broad support and inspiring collective action towards a 'People and Nature Positive Pacific' for all.

Localization

We will play an active role in transforming the aid sector and use our networks and influence to help donors and projects support civil society actors directly and ensure their strengthening is part of the support in the countries where we work by ensuring that we build in organizational development support to our implementing partners.



Measuring progress and impact – learning along the way

The Pacific hub of Monitoring, Evaluation and Learning (MEL) offers support across the three offices. In the past, investment in MEL has mainly focused on satisfying donor requirements, or conducting community or scientific surveys. However, these MEL activities to date have not provided significant reflection, learning and adaptation benefits to programming. In response to this, WWF-Pacific has initiated a sustained focus and investment into MEL to develop staff capacity while supporting overall strengthening MEL systems and processes at the strategic level across WWF-PPO's programme of work.

The strategic review process is an opportune time to evaluate and develop an improved monitoring, evaluation and learning system to enhance understanding of our progress towards impact. This will ensure that we can measure impact not only towards our strategic outcomes, but at the programmatic and project levels and improve decision making processes in evaluating our interventions and adaptive management. A mix of quantitative data on engagement, scientific data on environmental impacts, and qualitative data on livelihoods, attitudes and behaviours will be incorporated into the MEL system, which will contribute to reporting accurate, timely and comparable data and information that will be shared with national stakeholders and development partners, and also inform senior management decisions.

The MEL system will be used as a tool to provide sufficient level of consolidated data needed to measure whether strategic plan implementation status is on track and to provide recommendations for adaptive management, while at the same time ensuring data gathering efforts add value to communities, partners and programmes. This will focus on proving and improving our impact and managing knowledge effectively. Knowledge management and learning will be mainstreamed within the Pacific landscapes and seascapes, with a strong focus on becoming a learning organization. The focus will be on building out a broader system to support all programmes and projects across the three countries covered by WWF-Pacific, and aligning with WWF Global Goals and Targets as well as global, regional and national priorities.

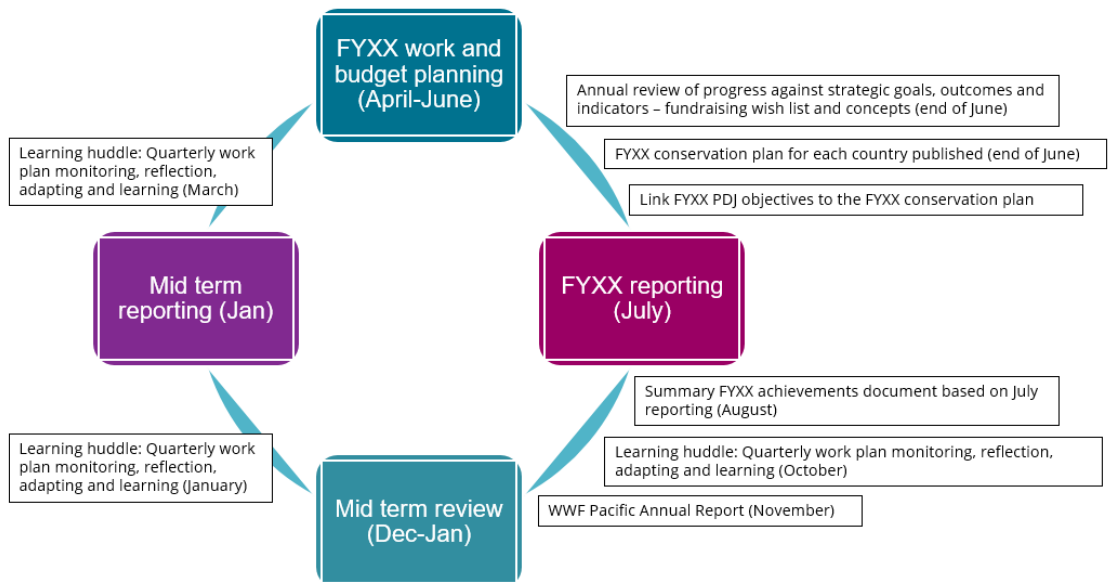
Programme work plans will be developed annually by teams from each country office based around annual results for each 2025 outcome. Quarterly traffic light reporting on work plans will show both activity implementation, progress against annual results and budget spend and will enable teams to analyse challenges and successes and adopt a habit of adaptive management at the project level. Visualization of these results quarterly will provide the management team with an overview of areas needing their support and success stories to celebrate. Regional quarterly reflection and learning sessions, Conservation Huddles, will provide opportunities for learning, problem solving, scaling and adapting across the region.

The [Outcomes and Indicator table presented in Annex 2](#), will help monitor the implementation status of all indicators set for our eight 2025 conservation outcomes. A matrix is also in place, defining and describing parameters attributed to indicators — verification means, monitoring location, data collection frequency, baseline values and annual cumulative results, including indicator definition.

WWF-Pacific conservation planning, review and learning cycle

Progress on this Strategic Plan will be reviewed and monitored on a regular basis, aligned with our planning, learning and adapting cycle. This process will keep this 2025 Strategic Plan alive, provide for sharing of successes and challenges and ensure we are agile and adaptive as the world around us evolves. We are above all focused on impact and will take necessary steps to ensure that we do what we can to contribute to halting biodiversity loss and tackling the climate crisis in the Pacific and beyond.

WWF-Pacific Conservation Planning, Reviewing, Adapting and Learning Cycle





WWF-Pacific Innovation Box

WWF Pacific Innovation Box

Until 2025, as part of our learning and growing as an organization, these are priority areas and topics where we will continue to innovate to find new solutions and approaches to advance our conservation work.

INNOVATION PRIORITIES

1. Community enterprise and supply chain development - focusing on nature positive business that protect priority ecosystems such as mangroves, seagrass, corals and forests and connect community products and innovation with national, regional and global markets

2. How to measure community resilience - understanding how our work helps enhance community resilience and well-being and how results from cross-cutting topics such as disaster risk reduction, sustainable livelihoods, health and nutrition, WASH etc. can get captured and communicated as part of our work.

3. Developing a comprehensive community conservation and engagement framework - building on existing models to ensure a more sequenced, strategic and sustainable approach to community engagement, ensuring that we take community partners on a journey with different stages that they grow and graduate from and eventually will take WWF to an exit strategy, ensuring that investments and achievements are sustained and further enhanced

4. Scaling out the use of SPS and community science models to better monitor impact, engage communities to better understand and monitor changes in their environment, use technology to enhance management planning and effectiveness and build capacity and awareness around the use of these models

WHERE TO APPLY

1. Community enterprise and supply chain development - supporting achievements of outcomes under the following conservation priorities: sustainable fisheries and blue food, reducing deforestation, conserving marine species, and sustainable blue economy

2. How to measure community resilience - supporting achievements of outcomes under the following conservation priorities: sustainable fisheries and blue food, reducing deforestation, sustainable blue economy, GEDSI in WWF projects, conserving marine species

3. Enhanced community conservation and engagement framework - supporting achievements of outcomes under the following conservation priorities: sustainable fisheries and blue food, reducing deforestation, sustainable blue economy, GEDSI in WWF projects, conserving marine species, Pacific policy leadership

4. Scaling out the use of SPS and community science - supporting achievements of outcomes under the following conservation priorities: sustainable fisheries and blue food, reducing deforestation, conserving marine species

HOW TO INNOVATE

1. Community enterprise and supply chain development - by building our internal capacity, developing new partnerships and blending with marketing and communications.

2. How to measure community resilience - Developing indicators and monitoring frameworks as well as building internal capacity that help us understand our broader and deeper impact.

3. Enhanced community conservation and engagement framework - understanding our current engagement models with community, researching lessons learned from others and developing a comprehensive framework that becomes the basis for our community conservation and engagement work as well as linking it to integrated and community development planning and governance

4. Scaling out the use of SPS and community science - Developing technology solutions, undertaking new ways of capacity building and awareness raising, developing new knowledge sharing and learning approaches, and building new partnerships.



Eyes on 2030 - a deadline for the planet

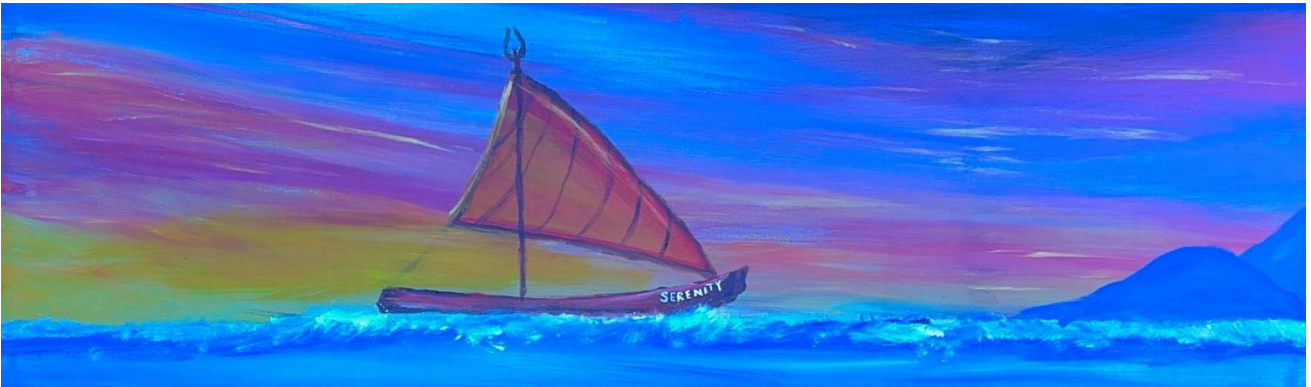
The WWF-Pacific Strategic Plan is the year 2025 and we have set our outcomes for what we want to accomplish during this period in the Pacific region — inspired and driven by our longer term vision and goals. However, as the global climate and biodiversity crisis is reaching a tipping point - or a point of no return, we need to look out to 2030 as a 'deadline for the planet' and set ourselves up for longer term horizons as we move towards the end of this decade. The conservation priorities laid out in this document is likely to remain in our 2030 Strategic Plan and we look at building on what we hope to achieve by 2025 as we look towards 2030.

With our eyes on 2030 and visions for where we want to go beyond 2025, and a horizon scan, we look to the global policy agendas and frameworks developed to steer the global community onto a more sustainable path for the planet and its people. We also monitor trends and emerging issues that may impact what needs to be achieved by 2030. Climate change may intensify impacts on the Pacific and its countries and peoples as well as drive unplanned biodiversity losses. Political unrest and instability in the countries where we work may result in operational and security risks, global economic conditions and recession may affect our income and fundraising opportunities, increased tension due to geopolitics of the Pacific may cause disruptions, conflict and further risks to our work.

We look to the UN Framework Convention on Climate Change COP 31 hopefully being hosted by Australia in partnership with Pacific Island Countries in 2026; the new treaty on Biodiversity Beyond National Jurisdictions (BBNJ), the new Global Biodiversity Framework, and the emerging Global Treaty addressing Plastic pollution; and the framework for Respecting the Rights of Indigenous Peoples and Local Communities. These frameworks, together with WWF's own priority global policy agenda and initiatives, provide both a foundation and launching pad for WWF-Pacific to elevate our ambitions and programmes to meet the current and future challenges. Furthermore, at the regional level, the voices of the Pacific united in their advocacy and leadership on critical issues such as climate change, and a healthy Pacific Ocean. By building our capacity and ability to impact and drive change, we will continue to strive towards that as both an agent of change and supporter of Pacific regionalism and leadership. As part of this Strategic Plan, we have identified a number of opportunities and threats that will likely impact the context in which we operate. Leading up to 2025, we will identify our entry points and niche that will help us effectively engage and work with partners to drive positive change in the emerging context in the Pacific.

WWF-Pacific's 2025 outcomes are critical milestones towards our journey and eyes on 2030:

1. **Ensuring at least 30 percent of the Pacific Ocean and terrestrial areas are effectively protected or conserved** with the other 70 percent under sustainable governance and management helping to conserve marine biodiversity and ensure sustainability of fisheries for food and economic security. To achieve this, WWF-Pacific will help support Pacific Island Countries in the effective implementation of the Kunming-Montreal Global Biodiversity Framework and the ratification and implementation of the new treaty on Biodiversity Beyond National Jurisdiction. WWF will work collaboratively with Governments at the National Level, other relevant stakeholders, local communities, and the private sector.
2. **Transforming food systems** through WWF-Pacific will work collaboratively with Governments, CROPs, Private Sector, Fishing Industry, Small-scale and artisanal fishers and local communities, small-scale farmers and the agricultural sector to transform our Pacific food systems to be more sustainable, equitable, and healthy, ensuring that people have access to nutritious food while reducing the impact of agriculture on the environment.
3. **A just and Pacific-tailored development pathway transition towards fossil-free and 100% renewable energy.** To help limit global warming to 1.5 degrees and achieve net-zero emissions by 2050, WWF-Pacific will work collaboratively with Pacific Island Governments to phase out fossil fuels and transition to 100% renewable energy for a resilient economy.
4. **No plastics in nature** through collaboration with relevant government authorities, CSOs, Private sector and communities to reduce the amount of plastic that enters the ocean by 50 percent by 2030. This involves improving waste management systems, reducing litter and illegal dumping, and promoting circular economy approaches that keep plastics in use and out of the environment. By 2030, a new international legally binding treaty should have been adopted and ratified by all Pacific island countries.
5. **No Deep Sea Mining in the Pacific** - by 2025 (or sooner) a Global Moratorium on Deep Sea Mining should be in force and more understanding of the seabed and deep sea ecosystems due to more investment into deep sea research. This will lay the foundation for a precautionary approach as the basis of decisions made that may threaten the very systems that we all depend on.



Join us on our Pacific journey: People and Nature Positive Pacific

As we look out to 2025 and beyond to 2030 and towards a People and Nature Positive Pacific, WWF recognizes both the urgent need to make a significant impact in the Pacific and an extraordinary opportunity to do so. The imperative is simple: we must halt and reverse nature loss by increasing the health, abundance, diversity, and resilience of species, populations, and ecosystems so that by 2030 nature is visibly and measurably on the path of recovery. We must advance a more harmonious existence between people and nature while balancing the needs and aspirations of Pacific nations and peoples. If we fail, the wonder, the beauty, the rich biodiversity and supporting ecosystems that have sustained Pacific islanders for millennia and provided goods and services that benefit the global populations will forever be changed. The opportunity in the Pacific is an historical one. We have a window where a lot of action and progress is needed for 'People and Nature Positive Pacific - where all pacific peoples and nations are empowered and resilient with nature thriving and on the path of recovery. This is the Pacific we envision and are working towards. To safeguard critical biodiversity and to ensure that peoples and nations are resilient to the changes that are happening to our climate. The only way we will get there is if we journey together. We invite you to join ours, we ask to join yours. Together possible.



THE SERENITY PROMISE

Our collective commitment to deliver on WWF-Pacific 2025 Strategic Plan

from WWF-Pacific staff and partners

Committed during the closing session of Pacific Week 31 March 2023

Together, deliver a GCF project extraordinaire
Help you find more resources for your work from the USG
To provide continuous support to WWF family in achieving Strategic Plan for 2025, provide ideas and suggestion on the work we carry out
Ocean practice (Pepe and Gilly) commits to support WWF Pacific achieve its strategic plan: fundraising support, communications support, global policy implementation e.g. ratification, national policy implementation (30x30, NBSAP), advocacy toolkit, technical support
I commit to develop PNG forest programme into a fully fledged and proactive unit within the PNG office to deliver on the strat plan 2023-2025
Provide more support and capacity from the AP regional team
I commit to support and enable WWF Pacific to achieve its goals 2025-2030!
We will work together and provide our support through ICT and part of the operations team to achieve our 2025 Strategic Plan
To be more active in fundraising activities and proposal writing for funding for our country office
Work with WWF Pacific teams to deliver the OurFish project and achieve meaningful outcomes
Keep working harder for us
I promise to contribute in deep spirits towards operationalizing the 2025 Strategic Plan
Make sure our WWF SI staff know by heart the goals, outcomes etc. of the Strategic Plan
Commit to work a walk xx with stakeholders in the offshore fisheries sector in Fiji for success 30x30 MPA implementation, traceability and transparency
Design appropriate + related projects and activities
Along with the rest of the AP RO work with the PPO on enabling tools and conditions for operationalizing the Strategic Plan
Strengthen the comms support to team members in Fiji/PNG/Solomon Islands
"Just keep swimming" - Doris, Finding Nemo
Support where needed
I will ensure that our programme team are resourced and well empowered!
Build policy programme
Strengthen teamwork to help reach 2025 goals
Support the operationalization and implementation of Operationalizing the Strategic Plan
Provide support to my best ability to move forward with our plans/goals for 2025
WWF Australia promise: Build a prospectus (build on CRxN)+fundraise+continued capacity support that helps Australia and Pacific power up our advocacy as we head to COP31
To be a strategic partner to substance, technical capacity, science, MEL, resourcing, fundraising, comms & beyond - WWF US
I will deliver project on time and within budget!
We commit to always listen & learn & support to overcome the many challenges through partnerships & collaboration
To do my best in that the vision of the strat plan is achieved
Support the set up of an Oceania marine turtles co-management project
Engage better @different levels with the different people towards resolution-based outcomes
Team efforts - let's work together as a team
Do my best to empower, enable and pursue positive impacts to people, places, plants and animals
To be supportive in the program
Bring more action & energy
Focused, increase impact #togetherpossible
Be a resource person on policy advocacy for our country and regional teams. Bring voices from Pacific teams into global policy discussions on SDGs and CBD
Committed to working with our teams and colleagues to pursue new funding, resources & expand partnerships to achieve and exceed the outcomes.
Mobilize AP RO support for comms, stories + donor forum (to be discussed/confirmed) to launch the strategic plan
Keep working harder for us.
Along with the rest of the AP RO, work with the PPO on enabling tools + conditions for operationalizing the strategic plan.
To build into a policy paper + contribute to 1 of the NPOA for coral reefs
Pacific advocacy workshop + capacity development
Design appropriate + related projects & activities
Learn more on policy development and the organization
To do my best to implement the strategic plan in my country
I commit that going forward I will try to make at least some decisions from the heart though may not make sense on papers
I pledge, by 2025, all outcomes are achieved and accomplished
To lead with our core values to work toward achievement of our strat plan
Push for eaciu to legally recognized
I will collaborate openly to strengthen synergies!
To fully commit and participate. Restored the core values of WWF integrity and accountability
To fulfill the GSR strategy with the team as best as possible
I promise to be more involved in all the current and future projects that are coming up so I can assist better and more effectively
I would work with the team to help achieve 2025 goals
Fully support the conservation team and the work they do
To work in my space with determination and to contribute in achieving the Strategic Plan
I will lead by example to take ownership of the plan and deliver all I can
For Fiji, I am committed to contributing my knowledge and time to creating a robustly managed offshore fisheries tracing into account government's commitments
Committed to achieve our Pacific Strategic goals
Commit to better and build capacity for comms support
Ensure to disseminate the new Strategic plan to communities

ANNEXES

Annex 1 References

A New Song for Coastal Fisheries – Pathways to Change: Noumea Strategy. 2015. SPC.

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Annex 2 Table of outcomes, threats, indicators and targets

Detailed technical guidance note that provides more overview of the indicators, monitoring and reporting of impact is currently being developed.

Outcome	Indicator (indicator in bold is the primary indicator selected)	Target	Threats
Papua New Guinea			
<p>Supporting 30x30: By 2025, at least 762,000 ha of priority forest landscapes and 515 ha of priority seascapes are secured through expansion and improved management of protected and conserved areas supported by enabling policies, and providing sustainable livelihood opportunities that benefit all community members.</p>	<p># ha of forest ecosystem governed by a sustainable resource management model/plan</p> <p># ha of marine ecosystem governed by a sustainable resource management model/plan</p>	<p>762,000 ha of forest ecosystem</p> <p>515 ha of marine ecosystem</p>	<p>Unsustainable and illegal logging/Increasing frequency and incidence of natural disasters/Climate Change/Illegal, Unreported and Unregulated fishing/Overfishing/unsustainable fishing/ lack of coastal fisheries management and policies/Agricultural expansion/Unsustainable use of natural resources</p>
<p>Increasing sustainable fisheries and blue foods: By 2025, at least 20% of coastal fishery areas in Gulf of Papua, Madang Province and Central seascapes that are important for food, livelihood security and economic development are better managed through fishery policies and management actions.</p>	<p>Change in abundance of 3 of key fish species in target coastal fisheries areas</p>	<p>10% increase in abundance of 3 key fish species</p>	<p>Illegal, Unreported and Unregulated fishing/ Overfishing/unsustainable fishing/ lack of coastal fisheries management and policies/By-catch/climate change/Unsustainable use of natural resources</p>
<p>Conserving marine species: By 2025, the population distribution, connectivity and key habitats utilized by key species of sea turtles, sharks and rays have been identified and threats are understood leading to the completion of national plans of action.</p>	<p># National plans of action (NPOA) that are reviewed and completed (turtle, shark and ray)</p>	<p>Turtle NPOA reviewed and shark and ray NPOA completed</p>	<p>Illegal, Unreported and Unregulated fishing/ Overfishing/unsustainable fishing/ lack of coastal fisheries management and policies/By-catch/Unsustainable use of natural resources</p>
<p>Reducing deforestation: By 2025, deforestation and forest degradation on customary forest land in New Britain are reduced by</p>	<p># smallholders that attain certification</p>	<p>At least 200 smallholders attain certification</p>	<p>Unsustainable and illegal logging/Climate Change/Agricultural</p>

increasing the number of smallholders that attain certification for key commodities through policy and capacity building that also delivers benefits to communities.			expansion/Unsustainable use of natural resources
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Solomon Islands

Supporting 30x30: By 2025, at least 2,000 ha in the Western and Central seascapes of secured through expansion and improved management of protected and conserved areas supported by enabling policies and providing sustainable livelihood opportunities that benefit all community members.	# communities governing their marine ecosystems using a sustainable resource management model/plan # ha of marine ecosystems governed by a sustainable resource management model	At least 20 communities 2,000 ha	Unsustainable and illegal logging/Increasing frequency and incidence of natural disasters/Climate Change/Illegal, Unreported and Unregulated fishing/Overfishing/unsustainable fishing/ lack of coastal fisheries management and policies/Agricultural expansion/Unsustainable use of natural resources
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Increasing sustainable fisheries and blue foods: By 2025, at least 20 community fisheries areas in the Western and Central seascapes of Solomon Islands, important for food and livelihood security, apply community-based fisheries management, adopt sustainable blue food practices leading to improved habitat health.	Change in abundance of 3 key fish species in community managed marine areas (present as an average) Improvement in socio-economic metrics in # communities depending on that fishery	10% increase for 3 key fish species 20 target communities	Illegal, Unreported and Unregulated fishing/ Overfishing/unsustainable fishing/ lack of coastal fisheries management and policies/By-catch/climate change/Unsustainable use of natural resources
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Conserving marine species: By 2025, key marine turtle, shark and dugong population status, distribution, connectivity and threats are understood and actively monitored in at least 2 sites under effective community based management or protection in priority seascapes.	Population distribution (occupancy) of turtles, shark (and dugong within Western and Isabel seascapes	Stable	Illegal, Unreported and Unregulated fishing/ Overfishing/unsustainable fishing/ lack of coastal fisheries management and policies/By-catch/Unsustainable use of natural resources
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Fiji

<p>Supporting 30x30: By 2025, at least 400,000 ha of Ba and Macuata provinces of the Great Sea Reef and associated watersheds is secured through expansion and improved management of protected and conserved supported by enabling policies and providing sustainable livelihood opportunities that benefit all community members.</p>	<p># ha of marine ecosystems governed by a sustainable resource management model</p>	<p>400,000 ha in total (11 districts covering 8 qoliqolis, in 2 GSR Provinces)</p>	<p>Unsustainable and illegal logging/Increasing frequency and incidence of natural disasters/Climate Change/Illegal, Unreported and Unregulated fishing/Overfishing/unsustainable fishing/ lack of coastal fisheries management and policies/Agricultural expansion/Unsustainable use of natural resources</p>
<p>Increasing sustainable fisheries: By 2025, contribute towards doubling Fiji's sustainably and equitably managed fisheries through tools such as, increased certification, improved traceability and transparency and a 30% bycatch reduction of priority marine species.</p>	<p># MSC certified fisheries compared to 2020 baseline</p> <p>% Bycatch reduction through innovative fishing technology compared to the 2020 baseline.</p>	<p>1. Albacore Tuna to maintain accreditation with FFIA</p> <p>30% less of bycatch recorded against 2020 baseline for certified companies</p>	<p>Illegal, Unreported and Unregulated fishing/ Overfishing/unsustainable fishing/ lack of coastal fisheries management and policies/By-catch/climate change/Unsustainable use of natural resources</p>
<p>Conserving marine species: By 2025, all critical breeding and feeding sites for key species of sea turtles, sharks and rays within the Great Sea Reef have been identified and at least 2 critical sea turtle, sharks and ray sites are under effective management or protection.</p>	<p># of critical habitats for key marine species governed by a sustainable resource management model/plan</p> <p># NPOA endorsed and activities for key species implemented with partners</p>	<p>2 Priority Turtle Sites (Macuata - Nukuvadra and Yadua)</p> <p>1 Priority Shark and Ray Site (Dreketi river)</p> <p>2 NPOAs (Turtle & Sharks) completed and under implementation</p>	<p>Illegal, Unreported and Unregulated fishing/ Overfishing/unsustainable fishing/ lack of coastal fisheries management and policies/By-catch/Unsustainable use of natural resources</p>
Regional			
<p>Pacific policy leadership: By 2025, at least five Pacific island countries take action to implement international policy commitments, including the Global Biodiversity Framework and advancing 30x30 and demonstrate leadership in policy processes related to climate change, plastics, the high seas and deep seabed mining..</p>	<p># of commitments secured to not proceed with deep seabed mining</p> <p># National Governments pledging support for a legally binding treaty on plastics</p> <p># countries ratifying the BBNJ treaty</p> <p># Pacific countries successfully part of the winning COP31 bid</p>	<p>1 commitment secured</p> <p>1 national government</p> <p>1 country</p> <p>2 Pacific counties</p>	<p>Poor waste management and lack of sustainable packaging alternatives/Poorly regulated and unsustainable mining/Unsustainable and illegal logging/Climate Change/Illegal, Unreported and Unregulated fishing/ Overfishing/unsustainable fishing/ lack of coastal fisheries management and policies/Agricultural expansion/Unsustainable use of natural resources</p>

<p>Improved regional fisheries policy: By 2025, secure at least one strategically important Conservation Management Measure (CMM) at the Western and Central Pacific Fisheries Commission (WCPFC) and improve fisheries management policy in at least two Pacific island countries.</p>	<p>Improved legislation at national level with clear targets for reducing the number of unsustainable fisheries</p> <p># of CMM adopted at WCPFC</p>	<p>2 changes to national level legislation</p> <p>At least 1</p>	<p>Illegal, Unreported and Unregulated fishing/ Overfishing/unsustainable fishing/ lack of coastal fisheries management and policies/Unsustainable use of natural resources</p>
<p>GEDSI mainstreaming: By 2025, increased engagement of women, people with disabilities, youth and other marginalized groups leading to greater beneficiaries and strengthening sustainability and better risk management in WWF-Pacific projects.</p>	<p>% of WWF target communities where meaningful participation of women, youth and PWD in NRM has improved</p>	<p>15 target communities increase project beneficiaries by 20% through the meaningful contribution of women, youth, PWD groups, organizations and coalitions involved in decision making in natural resource management and actively involved in WWF-Pacific projects.</p> <p>At least 300 project stakeholders trained in disability awareness and inclusion.</p>	<p>Unsustainable use of natural resources</p>
<p>Enabling sustainable blue economy: By 2025, at least USD 30 million of sustainable blue economy investments committed, including for coastal habitat restoration and protection in priority landscapes and seascapes in Papua New Guinea, Solomon Islands and Fiji.</p>	<p>\$ USD million in committed investments screened by WWF for nature positive impacts</p>	<p>USD 30 million</p>	<p>Poor waste management and lack of sustainable packaging alternatives/Poorly regulated and unsustainable mining/Unsustainable and illegal logging/Climate Change/Illegal, Unreported and Unregulated fishing/ Overfishing/unsustainable fishing/ lack of coastal fisheries management and policies/Agricultural expansion/Unsustainable use of natural resources</p>

Annex 3 for the WWF-Pacific Alignment to Global, Regional and National Policy Frameworks

WWF Pacific Outcomes	SDG	GBF (30x30)	Paris Accord	BBNJ Treaty	RFMO Harvest Rules	Global Plastics Treaty	IUCN WCC DSM	CITES/ CMS	CTI-CFF RPOA 2	NBSAPs	SPECIES Strategies & NPOAs
Outcome 1: Supporting 30x30 (Fiji, Papua New Guinea, Solomon Isl)	SDG 13, 14										
Outcome 2: Increasing sustainable fisheries and bycatch reduction (Fiji)	SDG 2, 14										
Outcome 3: Conserving marine species (Fiji, PNG, Solomon Islands)	SDG 14										
Outcome 4: Reducing deforestation (Papua New Guinea)	SDG 15										
Outcome 5: Pacific policy leadership (Pacific regional)	SDG 13, 14										
Outcome 6: Improved regional fisheries policy (Pacific regional)	SDG 2,14										
Outcome 7: GEDSI mainstreaming (Pacific regional)	SDG 5,10										
Outcome 8: Enabling sustainable blue economy (Pacific regional)	SDG 8, 12, 14										

Annex 4 for the WWF-Pacific Alignment to WWF Goals and Targets including Asia Pacific and Practices

WWF Global goals	WWF Global outcomes	WWF Asia Pacific (AP) outcomes	WWF Practice	WWF-Pacific outcomes
Global goal 1. Zero loss of natural habitats	Global outcome 1. Protected & Conserved Areas (PCAs) Global target 1. forest PCA expansion Global target 2. marine PCA expansion Global target 3. PCA management effectiveness Global target 7. sustainable blue economy investments Global target 10. IP and LC seascapes/landscapes Global target 11. community-led coastal conservation	AP outcome 1. Protection of Key Priority Areas AP Outcome 2. Protected and conserved area management AP Outcome 5. Sustainable management of natural resources and production landscapes	Oceans Forests Wildlife Governance	Pacific outcome 1. Supporting 30x30 (Fiji, Papua New Guinea and Solomon Islands) Pacific outcome 8. Enabling sustainable blue economy (Pacific regional)
	Global outcome 2. Halt Deforestation Global target 12. halting deforestation	AP outcome 4. Conversion of habitats halted AP outcome 5. Sustainable management of natural resources and production landscapes	Forests Food	Pacific outcome 4. Reducing deforestation (Papua New Guinea)

	<p>Global target 13. non-conversion commitments</p> <p>Global target 14. conversion-free commodities</p> <p>Global target 21. sustainable food production</p>		Markets	
	<p>Global outcome 4. Sustainable Use of land/seascapes</p> <p>Global target 20. deep seabed mining and habitat damaging fish gear phase out</p>	AP outcome 9. Sustainable infrastructure and mining	Oceans	<p>Pacific outcome 5. Pacific policy leadership (Pacific regional)</p> <p>Pacific outcome 2. Increasing sustainable fisheries and bycatch reduction (Fiji)</p>
Global goal 2. Zero extinction of species	<p>Global Outcome 6. Species Overexploitation</p> <p>Global target 28. bycatch</p>	<p>AP outcome 6. Illegal wildlife trade and poaching</p> <p>AP Outcome 7. WWF Priority Species populations</p>	<p>Wildlife</p> <p>Oceans</p>	Pacific outcome 2. Increasing sustainable fisheries and bycatch reduction (Fiji)
	<p>Global outcome 0. Direct link to Species Goal</p> <p>Global target 30. WWF priority species populations</p>	AP outcome 7. WWF Priority Species populations	<p>Wildlife</p> <p>Oceans</p>	Pacific outcome 3. Conserving marine species (Fiji, Papua New Guinea and Solomon Islands)
	<p>Global outcome 9. Halve unsustainable fisheries</p> <p>Global target 36. improved fisheries policies and capacity</p> <p>Global target 37. Fisheries through inclusive conservation</p>	Not applicable	Oceans	<p>Pacific outcome 2. Increasing sustainable fisheries and blue foods (Fiji, Papua New Guinea and Solomon Islands)</p> <p>Pacific outcome 6. Improved regional fisheries policy (Pacific regional)</p>

Global goal 3. Halve footprint of consumption and production.	Global outcome 13. No Plastics in Nature Global target 50. Treaty for marine plastic pollution	AP outcome 8. Plastics in nature	Oceans	Pacific outcome 5. Pacific policy leadership (Pacific regional)
	Global outcome 5. National Climate Adaptation Plans Global target 24: Nature-based solutions	AP outcome 10. Energy and climate	Climate and Energy	Pacific outcome 5. Pacific policy leadership (Pacific regional)
Enabling conditions	Global outcome 0. Inclusive Conservation Academy Global target 60: Inclusive Conservation Capacity development in WWF and partner organization	AP outcome 11. Inclusive Conservation	Governance	Pacific outcome 7. GEDSI mainstreaming (Pacific regional)

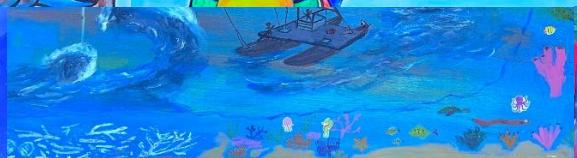


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