



PACIFIC ISLANDS METEOROLOGICAL STRATEGY 2027–2036

People-centred, impact-based and inclusive hydrometeorological services that protect lives, strengthen climate resilience and support sustainable prosperity.

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EXECUTIVE SUMMARY

The Pacific region is characterised by vast ocean spaces, dispersed and remote island communities, highly exposed coastlines and economies dependent on climate-sensitive natural resources. Rising sea levels, ocean acidification, and intensifying weather, climate and water-related hazards disturb ecosystems and pose major threats to the wellbeing of Pacific peoples. In this context, National Meteorological and Hydrological Services (NMHSs) are essential national institutions for safeguarding the security and resilience of Pacific peoples. Through trusted forecasts, warnings, climate information and environmental services, that enable risk anticipation, informed decision-making and earlier action, while supporting critical economic drivers including aviation, transport, agriculture, fisheries, water, energy, health, infrastructure and tourism.

Through SPREP, the Pacific Islands Meteorological Strategy (PIMS) adopted by the Pacific Meteorological Council (PMC) provides the regional strategic framework for strengthening NMHSs and the wider hydrometeorological ecosystem. Building on the achievements and lessons of the previous PIMS (2017–2026), it responds to a rapidly evolving risk, technological and institutional landscape by placing greater emphasis on people-centred and impact-based services, multi-hazard early warning, sustainable institutional and inclusive workforce capacity, resilient observation and digital infrastructure, and stronger regional coordination, partnerships and investment.

The vision of the PIMS (2027-2036) is:

A Pacific-led, resilient and future-ready Blue Pacific Continent, where National Meteorological and Hydrological Services (NMHSs) are strengthened through effective partnerships to deliver people-centred, impact-based and inclusive hydrometeorological services that protect lives, strengthen climate resilience and support sustainable prosperity.

- PA1 - PEOPLE-CENTRED HYDROMETEOROLOGICAL SERVICES AND EARLY WARNING

PICTs provide accurate, timely and effective hydrometeorological and early warning services that are inclusive and culturally appropriate to protect lives, livelihoods and wellbeing of the Pacific peoples.

- PA2 - SUSTAINABLE INSTITUTIONS, WORKFORCE, RESEARCH AND PARTNERSHIPS

NMHSs operate within enabling legal and institutional frameworks and have the resources, capabilities, knowledge, leadership and relationships required to fulfil their

functions sustainably and contribute to the security, resilience and wellbeing of Pacific peoples.

- **PA3 - RESILIENT OBSERVATION, DATA, DIGITAL AND CONNECTIVITY INFRASTRUCTURE** *Operational systems are reliable, interoperable, standards-compliant, environmentally sustainable, climate-resilient and sustainably maintained.*

- **PA4 - EFFECTIVE REGIONAL GOVERNANCE, COORDINATION, INVESTMENT AND IMPLEMENTATION SUPPORT**

PMC provides Member-led strategic direction, while SPREP, through relevant regional mechanisms, coordinates coherent, accountable and strategically resourced support for PIMS implementation.

Weather Ready Pacific (WRP) will serve as a major regional implementation and resource-mobilisation vehicle for PIMS, alongside complementary programmes and financing mechanisms aligned with the Strategy's Priority Areas and Pacific Key Outcomes.

PIMS is designed to strengthen the enabling institutional environment, capabilities, resources, infrastructure and partnerships required for Pacific NMHSs to produce and deliver high-quality information that is trusted, understood and translated into decisions and earlier action.

PACIFIC ISLANDS METEOROLOGICAL STRATEGY 2027-2036

STRATEGY AT A GLANCE



OUR VISION

A Pacific-led, resilient and future-ready Blue Pacific Continent, where National Meteorological and Hydrological Services (NMHSs) are strengthened through effective partnerships to deliver people-centred, impact-based and inclusive hydrometeorological services that protect lives, strengthen climate resilience and support sustainable prosperity.

OUR 4 PRIORITY AREAS



PA1 PEOPLE-CENTRED HYDROMETEOROLOGICAL SERVICES AND EARLY WARNING

Trusted, inclusive, culturally appropriate, accurate, timely and effective services and early warnings that protect lives, livelihoods and wellbeing.

Key focus

- Impact-based services and risk-informed decisions
- Multi-hazard early warning and early action
- Inclusive, accessible and culturally appropriate services
- Strong user engagement and communication



PA2 SUSTAINABLE INSTITUTIONS, WORKFORCE, RESEARCH AND PARTNERSHIPS

Enabling institutions, a skilled and inclusive workforce, strong research and partnerships that deliver long-term value for Pacific people.

Key focus

- Enabling legal and institutional frameworks
- Workforce capacity, leadership and wellbeing
- Research, innovation and knowledge management
- Partnerships and resource mobilisation



PA3 RESILIENT OBSERVATION, DATA, DIGITAL AND CONNECTIVITY INFRASTRUCTURE

Reliable, interoperable, standards-compliant and climate-resilient systems that deliver trusted data and information.

Key focus

- Resilient observing systems and networks
- Data management, quality and open access
- Digital systems, interoperability and cybersecurity
- Connectivity, energy and infrastructure resilience



PA4 EFFECTIVE REGIONAL GOVERNANCE, COORDINATION, INVESTMENT AND IMPLEMENTATION SUPPORT

Strong Pacific leadership, coordination and strategic investment to enable effective and sustained implementation.

Key focus

- Pacific-led governance and coordination (PMC)
- Coherent support and partner coordination (SPREP)
- Sustainable financing and investment
- Implementation support, monitoring and learning

OUR 12 PACIFIC KEY OUTCOMES



PKO1. Integrated and people-centered MHEWS services



PKO2. Hydromet Services support community resilience



PKO3. Inclusive and responsive communication to public



PKO4. Transparent and accountable NMHS service delivery



PKO5. Capable, diverse and empowered workforce



PKO6. Research and innovation drive better climate action and DRR



PKO7. Observation networks are sustainable and compliant



PKO8. Digital systems are modern interoperable and secure



PKO9. Forecasting, AI and digital innovation



PKO10. Resources are sustainable and well used



PKO11. Pacific-led coordination and representation



PKO12. Programmatic investment and resource mobilisation

OUR ENABLERS



Equity, Inclusion and Human Rights



Climate Resilience and Sustainability



Pacific Leadership and Ownership



Integrity, Transparency and Accountability

IMPLEMENTATION TIMEFRAME

FOUNDATION
2027 – 2029

Build foundations, strengthen systems and capabilities, and mobilise resources.

SCALE
2030 – 2031

Scale up services and partnerships, and deliver measurable impact.

CONSOLIDATE
2032 – 2036

Embed sustainability, optimise impact and secure the future.

OUR GOVERNANCE



PMC
(Strategic Direction and Oversight)



SPREP
(Coordinated Support and Implementation)



PART I PURPOSE AND STRATEGIC FOUNDATIONS

1. VISION, PURPOSE, AND SCOPE

1.1 Vision

A Pacific-led, resilient and future-ready Blue Pacific Continent, where National Meteorological and Hydrological Services (NMHSs) are strengthened through effective partnerships to deliver people-centred, impact-based and inclusive hydrometeorological services that protect lives, strengthen climate resilience and support sustainable prosperity.

1.2 Purpose

The purpose of the PIMS is to foster and align national ownership, regional cooperation and partner support behind a coherent ten-year strategy for sustainably strengthening the NMHS capabilities, enabling institutional frameworks, partnerships and infrastructure, while coordinating shared investment priorities and resource mobilisation.

1.3 Scope

The PIMS (2027–2036) is the overarching regional strategic framework for hydrometeorological development in the Pacific. The PIMS positions hydrometeorological information as an essential public good and cornerstone to early warning, disaster risk reduction, climate change adaptation and mitigation, transport safety, water and ocean management, livelihoods and sustainable development.

PIMS covers all 26 members of SPREP¹ and links regional institutions and partnerships on priorities of common interest. Its scope extends across the full hydrometeorological value chain: observations and data; forecasting and prediction; weather, climate, water, ocean and related environmental services; multi-hazard early warning; communication and user engagement; institutional governance and workforce capability; research and Pacific knowledge systems; resilient digital infrastructure; regional coordination; and sustainable financing.

¹ SPREP counts 26 members: 21 Pacific Island Countries and Territories (American Samoa, Commonwealth of the Northern Mariana Islands, Cook Islands, Federated States of Micronesia, Fiji, French Polynesia, Guam, Kiribati, Marshall Islands, Nauru, New Caledonia, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu, and Wallis and Futuna) and 5 founding members (Australia, France, New Zealand, the United Kingdom and the United States of America)

PIMS is led and coordinated by the Secretariat of the Pacific Regional Environment Programme (SPREP) through its Climate Science and Information (CSI) Programme, under the strategic direction of the Pacific Meteorological Council (PMC). This arrangement strengthens alignment with the SPREP Strategic Plan and partner engagement. PIMS provides the common strategic architecture through which national action, regional mechanisms, and major programmes and investments² are aligned, implemented and assessed.

1.4 Intended Stakeholders

The primary stakeholders of the PIMS are the NMHSs, the Pacific governments and the Pacific Meteorological Council (PMC) and its technical mechanisms³. It also provides a common reference for the Council of Regional Organisations of the Pacific (CROP) agencies and their partners, technical specialized organisations like the World Meteorological Organisation (WMO), development and financing partners, research bodies and implementing institutions . Sector agencies, civil society, communities and private-sector users are essential partners and beneficiaries, particularly in ensuring that services are relevant, accessible, trusted and acted upon.

1.5 Lessons from PIMS 2017-2026

The previous PIMS (2017–2026) established a valuable regional reference point and mobilised a substantial portfolio of technical cooperation and investments. Progress was most visible in multi-hazard early warning, climate and ocean services, observation and data infrastructure, capacity development and regional technical cooperation.

Its principal lesson is that lasting progress comes from turning successful activities into stronger, integrated systems.

The review identified three persistent and mutually reinforcing constraints. Institutional sustainability remains a major challenge, with limited core budgets, project dependence, workforce shortages and turnover, weak maintenance capacity, gaps in enabling legal and

² Weather Ready Pacific (WRP) is a major regional implementation and resource-mobilisation vehicle for PIMS. SOFF, CREWS, COSPPac, ClimSA and other initiatives provide complementary financing and implementation support. Refer to annex E for further details.

³ Refer to annex I for more details

institutional arrangements, and ageing or incompatible equipment affecting continuity of services. Service capability and last-mile effectiveness also remain uneven, including underdeveloped hydrological services and persistent challenges in ensuring that information and warnings effectively reach and support decision-making by remote and vulnerable communities. Finally, data, reporting and institutional memory remain weak in many contexts, with incomplete baselines, inconsistent metrics and staff turnover limiting continuity, regional analysis, learning and evidence-based planning.

These lessons underpin the shift in PIMS (2027–2036) from a predominantly project- and activity-based model towards Pacific-led system transformation, linking sustainable institutions, people-centred services, resilient infrastructure, regional cooperation and long-term investment. The corresponding strategic responses are set out through the Priority Areas and Pacific Key Outcomes in Part II and the implementation, financing and MERL arrangements in Part III and the accompanying annexes.

1.6 Theory of change

The PIMS Theory of Change is based on a simple proposition: trusted and actionable information enables better decisions; better decisions enable earlier action; earlier action strengthens resilience.

The resulting contribution is to safer lives and protected wellbeing; climate-resilient and sustainable Pacific prosperity; and a secure, Pacific-led Blue Pacific Continent.

This change pathway is anchored in Pacific ownership and sovereignty, people-centred inclusion, scientific evidence and Traditional and Indigenous Pacific knowledge, mutual accountability, sustained investment and adaptive learning. It transforms PIMS from a strategic reference document into a living regional framework for collective action, investment and measurable accountability. Refer to [annex B](#) for more details.

The Theory of Change is operationalised through four interconnected Priority Areas and 12 Pacific Key Outcomes, presented in Part II.

2. GUIDING PRINCIPLES

PIMS (2027–2036) is governed by a set of principles that define how decisions are taken, investments are prioritised and results are pursued. They are operational principles that apply across all Priority Areas, PKOs, implementation arrangements and partnerships.

2.1 Pacific Ownership, Regionalism and Partnership

PIMS is Pacific-led and Member-owned. National sovereignty, national mandates and country priorities remain the foundation of implementation, while regional cooperation is used where collective action generates greater value than isolated national approaches. Regionalism is an enabler for national capability.

The Strategy therefore applies the principles of Pacific stewardship, regional solidarity and collective leadership. CROP agencies, PMC technical panels, WMO and other technical agencies, development and financing partners, research institutions and other actors are expected to contribute through complementary mandates and mutual accountability. Partnership is measured not by the number of participating organisations, but by whether cooperation reduces fragmentation, responds to country needs, strengthens Pacific institutions and builds a coherent collective voice.

2.2 People-Centred, Inclusive and Culturally Appropriate Approaches

Hydrometeorological services derive their value from people’s ability to access, understand, trust and act upon them. PIMS will therefore place users and affected communities at the centre of service design, communication and evaluation.

Gender Equality, Disability and Social Inclusion (GEDSI)⁴ is embedded across the Strategy and is critical for its ownership and its sustainability. Attention should be given to populations experiencing geographic, linguistic, economic or institutional barriers. Communication must use

⁴ GEDSI ensures equal rights, responsibilities, and opportunities for women, men, and gender-diverse individuals, removing barriers to ensure people with disabilities have equal access to infrastructure, jobs, and leadership, and integrating poor, indigenous, youth, elderly, or geographically isolated populations into mainstream development.

accessible formats, appropriate languages and trusted local channels and must incorporate feedback from communities and sector users. Traditional and Indigenous Knowledge should be respected and, where appropriate, combined with scientific knowledge through responsible processes of consent, governance and knowledge protection.

2.3 Sustainability, Science and Responsible Innovation

Science, research and innovation will remain essential to improving forecasting, climate and risk intelligence and operational efficiency. Digital transformation, artificial intelligence and emerging technologies should be adopted where they add demonstrable public value, are technically and financially sustainable, respect data sovereignty, and are accompanied by appropriate governance and workforce capacity development.

2.4 Outward-Looking Sector and Development Positioning

Hydrometeorological capability is not solely a concern of NMHSs; it is enabling infrastructure for human security, socio-economic empowerment and sustainable development.

PIMS will therefore position NMHSs as strategic partners in disaster risk management, climate change adaptation and mitigation, aviation and maritime transport, water management, agriculture, fisheries, health, tourism, infrastructure, energy and other climate-sensitive sectors. Regional hydrometeorological priorities should be translated into national development plans, Nationally Determined Contributions (NDCs), National Adaptation Plans (NAPs), sector strategies and public investment decisions, strengthening the institutional relevance of NMHSs beyond their traditional technical constituencies.

This outward orientation also places PIMS within the wider 2050 Blue Pacific Continent policy architecture. It connects technical hydrometeorological capability to resilience, prosperity, security and sustainable development and enables PIMS to function as the regional bridge between political ambition, technical systems and practical decisions.

2.5 Alignment, Accountability and Reporting Harmonisation

Accountability completes this principle. Resources, responsibilities and results must be transparent. Implementation must be evidence-informed and monitoring must support learning and adaptation. PIMS should therefore operate as a living management framework, able to adjust priorities as risks, technologies and country circumstances change.

PIMS will promote a “report once, update periodically” approach by aligning, wherever practicable, its core information requirements with existing national, regional and relevant global reporting systems⁵. Refer to annex D for more details.

⁵ including the 2050 Strategy for the Blue Pacific Continent, the SPREP Strategic Plan, the WMO Strategic Plan (2028-2031), the Framework for Resilient Development in the Pacific, the Pacific Roadmap for Strengthened Climate Services, the Pacific Climate Change Science Roadmap 2025-2030, Weather Ready Pacific, Early Warnings for All, the Pacific Hydrology Strategy and applicable WMO standards.

PART II PRIORITY AREAS AND PACIFIC KEY OUTCOMES

1. PRIORITY AREA 1: PEOPLE-CENTRED HYDROMETEOROLOGICAL SERVICES AND EARLY WARNING

PICTs provide accurate, timely and effective hydrometeorological and early warning services that are inclusive and culturally appropriate to protect lives, livelihoods and wellbeing of the Pacific peoples.

1.1 PKO 1 — Integrated, People-Centred Multi-Hazard Early Warning

Integrated, people-centred multi-hazard early warning systems, processes and operational arrangements are effective, anticipatory and responsive.

Activities

- 1) Establish and sustain end-to-end MHEWS, linking risk knowledge, monitoring, forecasting, warning, preparedness and early action.
- 2) Formalise roles, standard operating procedures and coordination between NMHSs, NDRMOs, hydrological services, geohazard authorities and relevant sector agencies.
- 3) Strengthen hazard and impact data, risk assessment, mapping, monitoring, data sharing and authoritative warning processes.
- 4) Expand impact-based forecasting and anticipatory action, supported by verification and operational learning.
- 5) Regularly test warning systems and strengthen preparedness, public awareness and feedback mechanisms.

1.2 PKO 2 — People-Centred and Sector-Specific Hydrometeorological Services

People-centred and sector-specific hydrometeorological services are strengthened and used to support resilience, sustainable development, livelihoods and communities.

Activities

- 1) Strengthen aviation, public weather, marine and ocean, climate, hydrological and geohazard services, and specialised services, aligning national hydrological activities with the Pacific Regional Hydrological Services Strategy to address fragmented institutional arrangements and reinforce water-related risk management.
- 2) Improve forecasting, prediction, verification, service quality and compliance with relevant technical and sector standards.
- 3) Institutionalise co-design and regular user engagement to ensure services respond to operational and decision-making needs.
- 4) Expand decision-support services for disaster risk management, transport, water, agriculture, fisheries, health, infrastructure and other climate-sensitive sectors, including surface and groundwater monitoring, flood forecasting and drought warning where relevant⁶.
- 5) Monitor the quality, timeliness, accessibility and uptake of services.
- 6) Strengthen national coordination and resource sharing between meteorological and hydrological services, including implementation of national hydrological roadmaps and alignment with relevant regional hydrological frameworks.

1.3 PKO 3 — Inclusive, Equitable and Responsive Communication

Inclusive, equitable and responsive communications through trusted local channels enable communities and the public to understand and act on information and warnings.

Activities

- 1) Deliver information and Common Alerting Protocol (CAP) compliant warnings through accessible formats, local languages and appropriate combinations of broadcast, digital and community channels.
- 2) Strengthen communication through trusted intermediaries, including CSOs, community leaders, churches and local networks.
- 3) Establish systematic community and user feedback to improve the relevance, understanding and usability of services.
- 4) Strengthen access to information and communication channels for women, youth, persons with disabilities, marginalised groups and remote and outer-island communities.

⁶ Under the Pacific Regional Hydrology Services Strategy.

- 5) Integrate Traditional and Indigenous Knowledge, where appropriate, through consent-based governance and intergenerational knowledge transfer.

2. PRIORITY AREA 2: SUSTAINABLE INSTITUTIONS, WORKFORCE, RESEARCH AND PARTNERSHIPS

NMHSs operate within enabling legal and institutional frameworks and have the resources, capabilities, knowledge, leadership and relationships required to fulfil their functions sustainably and contribute to the security, resilience and wellbeing of Pacific peoples.

2.1 PKO 4 — Inclusive and Resilient NMHS Institutions

Institutional and organisational resilience is GEDSI compliant and enables accountable, transparent and sustainable NMHS delivery.

Activities

- 1) Support appropriate national legal, policy and institutional frameworks for NMHS functions and service delivery.
- 2) Strengthen governance, leadership, strategic planning, risk management, QMS and internal controls.
- 3) Secure sustainable financing for mandated functions, including appropriate cost-recovery and specialised revenue mechanisms.
- 4) Embed maintenance, business continuity and operational sustainability into institutional planning and budgeting.
- 5) Promote inclusive, climate-resilient and low-carbon NMHS operations, including greening and decarbonisation measures, energy efficiency and renewable-energy solutions where appropriate.

2.2 PKO 5 — Capable, Diverse and Responsive Workforce

A capable, diverse and responsive workforce sustains technical, managerial and service-delivery functions.

Activities

- 1) Promote a representative and inclusive workforce and take affirmative actions to increase women in technical roles in NMHSs.

- 2) Strengthen competency-based regional training, peer learning, mobility and exchange of expertise, including through the Regional Training Centre, thematic communities of practice and professional networks.
- 3) Strengthen professional development, Pacific leadership, career pathways, succession planning and staff retention.
- 4) Build institutional knowledge-management systems and support intergenerational transfer of expertise.
- 5) Develop the technical capability required to operate, maintain and adapt observing, data, forecasting and communication systems.

2.3 PKO 6 — Partnerships, Research, Knowledge Systems and Innovation

National, regional and global partnerships, research, Pacific knowledge systems and innovation strengthen service delivery and contributions to climate action and disaster risk reduction.

Activities

- 1) Strengthen operational partnerships with governments, academia, technical agencies, communities, civil society and the private sector.
- 2) Establish and implement Pacific-led research priorities, aligned with relevant regional climate science and services research frameworks⁷, to address priority data and knowledge gaps, guide investment in climate science and strengthen the national-to-regional science-policy interface.
- 3) Strengthen NMHS participation and Pacific representation in national, regional and global climate, research and DRR processes, including relevant IPCC processes, ensuring that ‘science-to-services’ research translation supports sectoral planning across multi-decadal timescales.
- 4) Promote applied research and innovation that translates scientific advances into operational services and decision support.
- 5) Support appropriate inclusion of Traditional and Indigenous Knowledge, with clear consent, attribution and knowledge governance.

⁷ in close alignment with the Pacific Climate Change Science and Services Research Roadmap.

3. PRIORITY AREA 3: RESILIENT OBSERVATION, DATA, DIGITAL AND CONNECTIVITY INFRASTRUCTURE

Operational systems are reliable, interoperable, standards-compliant, environmentally sustainable, climate-resilient and sustainably maintained.

3.1 PKO 7 — Reliable and Climate-Resilient Observation Networks

Observation networks are reliable, climate-resilient and standards-compliant, supported by lifecycle asset management and regional maintenance arrangements adapted to Pacific Island contexts to provide service continuity.

Activities

- 1) Maintain fit-for-purpose national observation networks with appropriate terrestrial, marine, upper-air and other required coverage.
- 2) Ensure observations, instrument calibration, metadata and quality management comply with applicable standards, supported where appropriate through regional calibration arrangements, including the Regional Calibration Centre⁸.
- 3) Establish lifecycle asset-management frameworks and asset-information systems, including preventative maintenance, spare-parts, calibration and end-of-life arrangements.
- 4) Strengthen regional maintenance and technical-support arrangements where shared solutions provide greater sustainability.
- 5) Apply climate-resilient and low-carbon siting and design, energy-efficient operation and sustainable procurement practices.

3.2 PKO 8 — Connectivity, Digital Platforms and Data Exchange

Connectivity, digital service platforms and data-exchange systems are interoperable, secure and inclusive, support real-time sharing, and respect national and regional data sovereignty.

⁸ The main regional calibration and training support for weather and climate instruments in the Pacific is coordinated through the Fiji Meteorological Service alongside new facilities developed with support of the SPREP.

Activities

- 1) Establish coherent national and regional data governance, data policies and data-sharing arrangements.
- 2) Develop and maintain coherent national and regional ICT and data architectures that promote interoperability, resilience, sustainability, ownership and guide coherent partner investment.
- 3) Strengthen interoperable digital platforms, standards and APIs for efficient real-time exchange.
- 4) Secure and preserve hydrometeorological data through structured archives, metadata, digitisation and data-rescue arrangements.
- 5) Maintain reliable satellite reception, connectivity and communications redundancy for operational services.
- 6) Strengthen information security while safeguarding national and regional data sovereignty.

3.3 PKO 9 — Processing, Forecasting, Digital Innovation and ICT

Processing, forecasting, prediction, digital innovation and emerging technologies (Artificial Intelligence and automation) and ICT capabilities are resilient, future-ready and support operational continuity and effective decision-making.

Activities

- 1) Maintain resilient forecasting, prediction and operational production systems appropriate to national service requirements.
- 2) Establish ICT redundancy, backup and disaster-recovery arrangements to ensure continuity of critical services.
- 3) Strengthen cybersecurity across operational systems, networks and digital platforms.
- 4) Adopt automation, data analytics and governed use of artificial intelligence where they demonstrably improve service quality, efficiency or decision support, with appropriate governance, workforce capability, data protection and sustainability safeguards.
- 5) Integrate processing and ICT systems with observation, warning, dissemination and service-delivery platforms, while improving energy efficiency.

4. PRIORITY AREA 4: EFFECTIVE REGIONAL GOVERNANCE, COORDINATION, INVESTMENT AND IMPLEMENTATION SUPPORT

PMC provides Member-led strategic direction, while SPREP, through relevant regional mechanisms, coordinates coherent, accountable and strategically resourced support for PIMS implementation.

4.1 PKO 10 — Coherent, Member-Led and Accountable PIMS Implementation

SPREP and relevant regional mechanisms provide coherent, accountable and strategically resourced support for collective PIMS implementation under PMC Member-led strategic direction.

Activities

- 1) Define clear roles, responsibilities and accountability arrangements for regional PIMS implementation.
- 2) Establish systematic PIMS performance monitoring, reporting and implementation oversight.
- 3) Integrate strategic planning, risk management and organisational learning into regional implementation.
- 4) Maintain the administrative, digital and workforce capability required to support Members effectively.
- 5) Use MERL evidence to identify implementation gaps, adapt priorities and strengthen accountability for results.

4.2 PKO 11 — PMC Representation and Partner Coordination

Pacific-led representation and partner coordination through the PMC strengthen the collective Pacific voice, align support with PIMS priorities and reduce fragmentation.

Activities

- 1) Strengthen the PMC as the principal Pacific-led, Member-owned platform for regional hydrometeorological coordination and strategic direction.
- 2) Translate national priorities into coherent regional positions and a stronger collective Pacific voice.
- 3) Systematically map partner programmes, technical assistance and investments to identify gaps, overlaps and opportunities for collaboration.
- 4) Align donor and technical-partner support with PIMS outcomes, national priorities and Pacific values.
- 5) Coordinate effective Pacific representation in relevant regional and global processes and strengthen the contribution of PMC technical mechanisms.

4.3 PKO 12 — Regional Investment Planning and Resource Mobilisation

Regional investment planning, programmatic financing, resource management and mobilisation secure sustainable and equitable support

Activities

- 1) Maintain a prioritised regional hydrometeorological investment plan and financing pipeline, using a programmatic approach to bundle and sequence national and regional priorities into coherent investment packages.
- 2) Develop coordinated, evidence-based investment cases linking identified capability gaps to implementable solutions.
- 3) Use Weather Ready Pacific (WRP) as a major regional resource-mobilisation and implementation vehicle for priority PIMS investment packages, alongside complementary regional, bilateral, multilateral and climate-finance mechanisms.
- 4) Strengthen engagement with bilateral, multilateral, climate and development finance partners.
- 5) Integrate capital investment with recurrent financing, maintenance, workforce and lifecycle requirements.
- 6) Mobilise innovative and conventional financing while promoting equitable access to resources across PICTs.

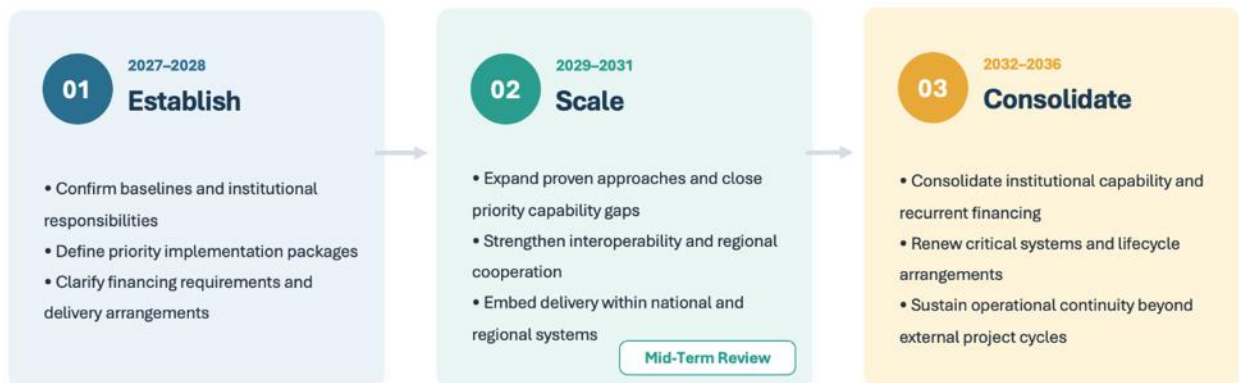
PART III REGIONAL IMPLEMENTATION AND ACCOUNTABILITY

1. REGIONAL IMPLEMENTATION FRAMEWORK

1.1 A Ten-Year Regional Approach

PIMS 2027–2036 will be implemented through a ten-year regional implementation architecture linking national priorities, regional common goods, investment and measurable results. The Strategy defines *what must change*, whilst the Ten-Year Implementation Plan defines what will be delivered, by whom, when, at what level and with what resources.

Implementation will be phased in three phases to support progressive system transformation:



The Implementation Plan will remain an adaptive management instrument. Sequencing, milestones and investment priorities may be adjusted through the PIMS governance and MERL cycle.

1.2 Regional Governance, Coordination and Partnerships

Implementation is founded on national ownership supported by regional collective action. PICT governments retain responsibility for national mandates, priorities, implementation and integration into national planning and budgeting. Regional mechanisms provide functions that

are more effectively delivered collectively, including coordination, technical cooperation, regional common goods, partner alignment, investment planning and collective representation.

The Pacific Meteorological Council (PMC) provides strategic oversight and collective Member direction for PIMS. Its technical mechanisms provide specialist technical advice, peer review, quality assurance, learning and identification of emerging requirements. Implementation is undertaken by Members, SPREP and implementing programmes and partners according to their respective mandates and resources.

SPREP/CSI, through the relevant Secretariat functions, coordinates regional implementation support, organises data collection, consolidates evidence and investment requirements, facilitates partner coordination and supports reporting.

Regional and international organisations, CROP agencies, development and financing partners, research institutions and technical agencies like WMO contribute through the PIMS architecture rather than alongside it. Weather Ready Pacific (WRP) will serve as a major regional implementation and resource-mobilisation vehicle for priority PIMS packages. SOFF, CREWS, COSPPac, ClimSA and other national and regional investments provide complementary financing and implementation support and should align with PIMS priorities and evidence. Refer to annex E for additional information.

1.3 Resource Mobilisation, Sustainability and Communication

The Resource Mobilisation and Sustainability Framework will apply a programmatic approach to financing and maintain three linked instruments: a ten-year financing plan, an investable national and regional pipeline, and a sustainability framework specifying the recurrent institutional and operational commitments required after external financing ends. WRP will provide a major regional vehicle through which priority investment packages can be mobilised and implemented. Countries retain ownership of national investment priorities and financing commitments; SPREP consolidates the regional portfolio, maps support and multi-country opportunities and tracks the pipeline; the PMC provides strategic oversight.

Communication is a key pillar of the PIMS implementation. It has three functions: enable people to use services; secure institutional and policy decisions; and mobilise sustained political and financial support. Communication and public outreach will therefore be linked to the four PAs and 12 PKOs, identify the stakeholder action sought and measure change in understanding, behaviour, policy or investment.

1.4 Monitoring, Evaluation, Reporting and Learning

The MERL Framework defines outcome areas, measurement domains, a multi-level reporting architecture (national and regional) and provides indicative measurement areas and guidance on data sources and responsibilities against the 12 PKOs. Its purpose is to determine whether PIMS implementation is producing the intended change. Refer to annex D for more details.

Country reporting will remain the principal national evidence stream, supported by partner reporting, PMC technical mechanisms, programme data and targeted assessments. A common minimum dataset and digital reporting system will improve comparability while preserving country context. A regional PIMS data collection platform, hosted by SPREP, will support longitudinal tracking of results, recurrent gaps and investment requirements.

Formal country reporting will follow a predictable biennial cycle aligned with PMC meetings, enabling evidence to inform strategic and investment decisions. Reporting will use pre-populated information, agreed definitions and differentiated country profiles to reduce burden and avoid inappropriate comparisons between NMHSs with profoundly different mandates and operating models.

The central principle is report once, update periodically: evidence should inform national planning, PMC oversight, regional implementation, technical work, partner coordination and programming, investment prioritization, resource mobilization and learning.

A mid-term review is expected in 2031 to assess progress in PIMS implementation and inform any adjustments required for the Strategy's final phase. A comprehensive review undertaken in 2035, as the ten-year cycle draws to a close, will assess overall achievements, remaining gaps, lessons learned and good practices, and provide the evidence base for shaping the subsequent PIMS cycle.

2. ACCOUNTABILITY AND STRATEGIC OVERSIGHT

2.1 Institutional Responsibilities and Mutual Accountability

PIMS implementation is based on defined responsibility and mutual accountability, not diffuse collective ownership.

Mutual accountability means that support and performance are assessed together: countries provide credible priorities, commitments and evidence through data reporting; regional

institutions provide effective coordination and implementation support; and partners demonstrate alignment, additionality and sustainability.

2.2 Performance Review, Learning and Strategic Decision-Making

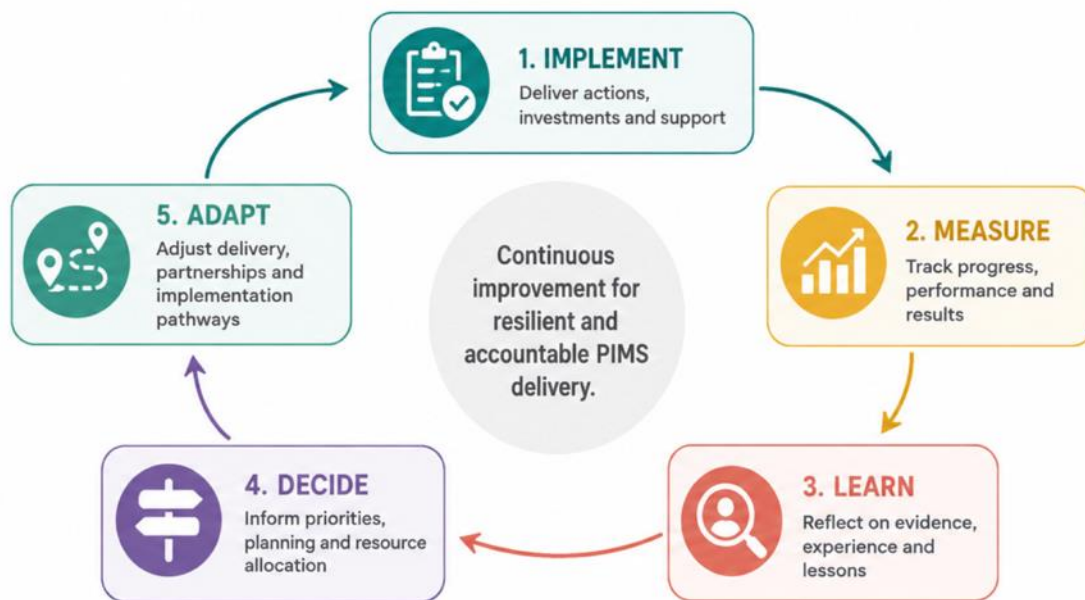
A regional Performance Review is conducted biennially and is designed to validate, record and monitor progress to inform decisions. The Performance Review is directly informed by the data collected through the MERL Framework and is presented at the biennial PMC review to assess progress against the four Priority Areas and 12 PKOs; implementation milestones and unresolved constraints; financing and sustainability gaps; partner alignment; major risks; and evidence of changes in service use, institutional capability and operational continuity.

The resulting evidence will enable the PMC to:

- confirm or re-prioritise implementation packages and regional support;
- direct technical mechanisms towards persistent or emerging gaps;
- align partner engagement and resource mobilisation with verified needs;
- address implementation risks, duplication or under-investment; and
- adjust sequencing, delivery arrangements and performance expectations where evidence warrants.

Country reporting must therefore feed directly into PMC agenda-setting, the PIMS results framework and donor-ready investment priorities.

Periodic strategic reviews complement and inform the continuous MERL and PMC learning cycle. The PIMS (2027-2036) is designed to make that cycle explicit: **implement → measure → learn → decide → adapt**.



CONCLUSION

PIMS (2027–2036) sets a clear regional proposition: stronger hydrometeorological systems are essential to the security, resilience and prosperity of the Blue Pacific Continent.

The Strategy builds on a decade defined largely by capacity-building and project delivery towards a more durable model of Pacific-led system transformation. Its success will depend on capable and sustainable NMHSs, reliable infrastructure and services, effective regional cooperation, and investment that responds to national priorities while sustaining the institutions and systems on which those investments depend.

This is fundamentally a shared responsibility. Pacific governments and territories retain ownership of national mandates, priorities and resources. SPREP, PMC and regional mechanisms provide the collective architecture through which countries can coordinate, advocate and act at scale. Development, technical and financing partners are expected to align their support with PIMS priorities, reduce fragmentation and contribute to long-term capacity.

The value of PIMS will ultimately be measured by whether institutions are stronger, services remain operational, information is trusted and used, and people are able to act earlier and make better decisions.

Over the next ten years, PIMS provides the common framework through which Pacific countries and territories can turn shared risks and current limitations into collective capability and regional ambition into sustained achievements. The PIMS commitment is both practical and political: to strengthen Pacific institutions, protect Pacific peoples and ensure that the hydrometeorological systems underpinning the Blue Pacific are increasingly resilient, sustainable and Pacific-led.

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ANNEX J — GLOSSARY AND TECHNICAL DEFINITIONS

ANNEX A

PIMS (2027-2036)

Priority Areas (PAs) and Pacific Key Outcomes (PKOs)

VISION	A Pacific-led, resilient and future-ready Blue Pacific Continent, where National Meteorological and Hydrological Services (NMHSs) are strengthened through effective partnerships to deliver people-centred, impact-based and inclusive hydrometeorological services that protect lives, strengthen climate resilience and support sustainable prosperity.	
PRIORITY AREAS AND OUTCOME STATEMENTS	PACIFIC KEY OUTCOMES (PKOs)	FOCUS AREAS
PRIORITY AREA 1 PEOPLE-CENTRED HYDROMETEOROLOGICAL SERVICES AND EARLY WARNING	PKO 1 – Integrated, people-centred multi-hazard early warning systems, processes and operational arrangements are effective, anticipatory and responsive.	End-to-end MHEWS; risk knowledge; monitoring and forecasting; warning and preparedness; roles, SOPs and coordination with NDRMOs, hydrological services, geohazard authorities and relevant sector agencies; hazard and impact data; risk assessment and mapping; data sharing; authoritative warning processes; impact-based forecasting; anticipatory action; verification and operational learning; warning-system testing; public awareness and feedback.

PRIORITY AREAS AND OUTCOME STATEMENTS	PACIFIC KEY OUTCOMES (PKOs)	FOCUS AREAS
<i>PICTs provide accurate, timely and effective hydrometeorological and early warning services that are inclusive and culturally appropriate to protect lives, livelihoods and wellbeing of the Pacific peoples.</i>	PKO 2 – People-centred and sector-specific hydrometeorological services are strengthened and used to support resilience, sustainable development, livelihoods and communities.	Aviation; public weather; marine and ocean; climate; hydrological; geohazard and specialised services; forecasting, prediction and verification; technical and sector standards; service co-design and user engagement; decision-support for disaster risk management, transport, water, agriculture, fisheries, health, infrastructure and other climate-sensitive sectors; surface and groundwater monitoring; flood forecasting; drought warning; service quality, timeliness, accessibility and uptake; national hydrological roadmaps; coordination and resource sharing between meteorological and hydrological services; alignment with regional hydrological frameworks.
	PKO 3 – Inclusive, equitable and responsive communications through trusted local channels enable communities and the public to understand and act on information and warnings.	CAP-compliant warnings; accessible formats and local languages; broadcast, digital and community channels; CSOs, community leaders, churches and other trusted intermediaries; systematic community and user feedback; women, youth, persons with disabilities, marginalised groups and remote and outer-island communities; Traditional and Indigenous Knowledge; consent-based governance; intergenerational knowledge transfer.
PRIORITY AREA 2 SUSTAINABLE INSTITUTIONS, WORKFORCE, RESEARCH AND PARTNERSHIPS <i>NMHSs operate within enabling legal and institutional frameworks and have the resources, capabilities, knowledge, leadership and</i>	PKO 4 - Institutional and organisational resilience is GEDSI compliant and enables accountable, transparent and sustainable NMHS delivery.	Legal, policy and institutional frameworks; governance and leadership; strategic planning; risk management; QMS and internal controls; decarbonisation / greening; sustainable financing for mandated functions; cost-recovery and specialised revenue mechanisms; maintenance; business continuity; operational sustainability; institutional planning and budgeting; inclusive, environmentally sustainable and climate-resilient operations; renewable-energy solutions.

PRIORITY AREAS AND OUTCOME STATEMENTS	PACIFIC KEY OUTCOMES (PKOs)	FOCUS AREAS
<i>relationships required to fulfil their functions sustainably and contribute to the security, resilience and wellbeing of Pacific peoples.</i>	PKO 5 - A capable, diverse and responsive workforce sustains technical, managerial and service-delivery functions.	Representative and inclusive workforce; affirmative action for women in technical roles; competency frameworks; professional development; Pacific leadership; Regional Training Centre; career pathways; succession planning and staff retention; regional peer learning, mobility and exchange of expertise; thematic communities of practice and networks; institutional knowledge management; intergenerational transfer of expertise; technical capability to operate, maintain and adapt observing, data, forecasting and communication systems.
	PKO 6 - National, regional and global partnerships, research and Pacific knowledge systems and innovation strengthen service delivery and contributions to climate action and DRR.	Operational partnerships with governments, academia, technical agencies, communities, civil society and the private sector; Pacific-led research priorities; regional climate science and services research frameworks; IPCC processes; priority data and knowledge gaps; climate-science investment; national-to-regional science-policy interface; NMHS participation in national, regional and global climate, research and disaster risk reduction processes; science-to-services translation; multi-decadal sector planning; applied research and innovation; translation into operational services and decision support; Traditional and Indigenous Knowledge; consent, attribution and knowledge governance.

PRIORITY AREAS AND OUTCOME STATEMENTS	PACIFIC KEY OUTCOMES (PKOs)	FOCUS AREAS
PRIORITY AREA 3 RESILIENT OBSERVATION, DATA, DIGITAL AND CONNECTIVITY INFRASTRUCTURE <i>Operational systems are reliable, interoperable, standards-compliant, environmentally sustainable, climate-resilient and sustainably maintained.</i>	PKO 7 - Observation networks are reliable, climate-resilient and standards-compliant, supported by lifecycle asset management and regional maintenance arrangements adapted to Pacific Island contexts to provide service continuity.	Fit-for-purpose terrestrial, marine, upper-air and other observation coverage; applicable standards; Regional Calibration Centre; metadata and quality management; lifecycle asset-management frameworks; asset-information systems; preventive maintenance; spare parts; end-of-life arrangements; regional maintenance and technical support; low-carbon and energy efficient infrastructure; climate-resilient siting and design; sustainable procurement.
	PKO 8 - Connectivity, digital service platforms and data-exchange systems are interoperable, secure and inclusive, support real-time sharing and respect national and regional data sovereignty.	National and regional data governance; data policies and data-sharing arrangements; ICT and data architectures; interoperability, resilience, sustainability and ownership; coherent partner investment; digital platforms, standards and APIs; real-time data exchange; structured archives; metadata; digitisation and data rescue; satellite reception; connectivity and communications redundancy; information security; national and regional data sovereignty.
	PKO 9 - Processing, forecasting, prediction, digital innovation and emerging technologies (Artificial Intelligence and automation) and ICT capabilities are resilient, future-ready and support operational continuity and effective decision-making.	Forecasting, prediction and operational production systems; national service requirements; ICT redundancy, backup and disaster recovery; AI, ML, automation; cybersecurity; automation and data analytics; governed artificial intelligence; governance, workforce capability, data-protection and sustainability safeguards; integration with observation, warning, dissemination and service-delivery platforms; energy-efficient ICT.

PRIORITY AREAS AND OUTCOME STATEMENTS	PACIFIC KEY OUTCOMES (PKOs)	FOCUS AREAS
PRIORITY AREA 4 EFFECTIVE REGIONAL GOVERNANCE, COORDINATION, INVESTMENT AND IMPLEMENTATION SUPPORT <i>PMC provides Member-led strategic direction, while SPREP, through relevant regional mechanisms, coordinates coherent, accountable and strategically resourced support for PIMS implementation.</i>	PKO 10 - SPREP and relevant regional mechanisms provide coherent, accountable and strategically resourced support for collective PIMS implementation under PMC Member-led strategic direction.	Regional implementation roles and responsibilities; accountability arrangements; PIMS performance monitoring, reporting and implementation oversight; strategic planning; risk management; organisational learning; administrative, digital and workforce capability; MERL evidence; identification of implementation gaps; adaptation of priorities; accountability for results.
	PKO 11 - Pacific-led representation and partner coordination through the PMC strengthen the collective Pacific voice, align support with PIMS priorities and reduce fragmentation.	PMC Member-led coordination and strategic direction; translation of national priorities into regional positions and a collective Pacific voice; mapping of partner programmes, technical assistance and investments; identification of gaps, overlaps and collaboration opportunities; donor and technical-partner alignment with PIMS outcomes, national priorities and Pacific values; Pacific representation in regional and global processes; contribution of PMC technical mechanisms.
	PKO 12 - Regional investment planning, programmatic financing, resource management and mobilisation secure sustainable and equitable support	Prioritised regional hydrometeorological investment plan; financing pipeline based on national and regional needs; evidence-based investment cases; programmatic financing; sequenced investment packages; Weather Ready Pacific as a major implementation and resource-mobilisation vehicle; capability gaps and implementable solutions; engagement with bilateral, multilateral, climate and development finance partners; recurrent financing, maintenance, workforce and lifecycle requirements; innovative and conventional financing; equitable access to resources across PICTs.

Across all Priority Areas, implementation will be guided by the principles set out in Part I, Section 2.

ANNEX E

PACIFIC ISLANDS METEOROLOGICAL STRATEGY 2027-2036

STRATEGIC ARCHITECTURE AT A GLANCE

