



WRP Operations Manual Overview

Weather Ready Pacific Planning & Technical Meeting

1 June 2026





Why?

- Comprehensive guide to the programme's operational framework, governance arrangements, and standard procedures.
- The manual serves as a reference document for SPREP staff, Steering Committee, Executing Agencies and Funding Partners.
- The scope of each chapter applies to SPREP-WRP and many chapters extend to WRP Executing agencies including Countries, that are outside of SPREP.
- It is a DFAT Grant Agreement Deliverable.

Next Steps – once endorsed by SC

- Operations manual will be finalised and approved by SPREP
- Processes will be operationalised over 2026 and training provided (incl EA)
- Internal Compliance Audit planned in 2027 (through SPREP internal auditor)
- Continuous improvement and updates expected, particularly in the first 1-2 years.





SC4 Decisions Sought

- WRP Dec. 9.4.1 – Approve the WRP Charter, revised ToR Steering Committee and Donor Committee, Delegations Policy, and endorse the WRP Operations Manual content for SPREP to approve and formalise.
- WRP Dec. 9.4.2 – Note the plan for internal audit in 2027 of the Operations manual.
- WRP Dec. 9.4.3 – Approve revised delegation policy for SPREP/WRP to be able to undertake continual improvements on the Operations Manual on an as needed basis, with amendments that has significant impacts to the implementation of WRP to be tabled at Steering Committee for noting and approval.



Ch1. Introduction and Governance



Annex 3 Weather Ready Pacific Charter

Document Status

WRP Charter

Draft for review

The Charter is not an operational document. The Operations

	Ministers/SPREP Council/PIF	PMC	Steering Committee	SPREP/WRP
Governance & Funding	<p>Approval of new funding mechanism for SPREP/WRP. E.g. WRP pooled funding or investment facility</p> <p>Approval of new regional initiatives that require high level country consent.</p>	<p>PMC has responsibility for strategic policy relating to WRP. This includes without limitation:</p> <p>Approval of beneficiaries of WRP.</p> <p>Approval of changes to Steering Committee membership.</p> <p>Approval of changes to the governance of WRP.</p> <p>Power to instigate a strategic review of WRP (including its priorities).</p> <p>Approval of 'major' changes to the Delegations Policy (i.e. changes that require amendment to the PMC Terms of Reference)</p>	<p>The SC has responsibility for supervising the management of WRP, including without limitation:</p> <p>Approval of annual work plans and budgets, and validation of progress reports.</p> <p>Review of PMU performance including compliance with MERL indicators.</p> <p>Approval of Delegations Policy within the framework of the PMC and SC ToR.</p> <p>Providing regular reports to the PMC on program performance and policy issues requiring strategic guidance from the PMC.</p> <p>Approval of the establishment, closure or alternation of the WRP Pooled Fund;</p> <p>Approval of new WRP Donors;</p> <p>Approval of new WRP Donor contributions, approval of any new funding mechanism or financing structure;</p> <p>Approval of material reallocation of staff-cost contingency or budget buffer within the approved annual planning process;</p>	<p>Approval and signing of grant/donor funding agreements and MOUs to deliver WRP implementation plan – limits of authority per SPREP financial delegations</p> <p>Approval of any departure from standard programme-management-fee or cost-recovery treatment.</p> <p>Maintain WRP audit plan and schedule</p>

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Product	Recipient	Deadline for Submission to WRP Donors (for WRP Donor Funding Instruments)	Deadline for Submission by Downstream Partner (for agreements with Downstream Partners)
<p>Annual Report (Jan – December)</p> <ul style="list-style-type: none"> • Annual Achievements (against KRAs) • Progress Update • Safeguards, GEDSI and sustainability reporting • MERL Update • Partnership/Stakeholder Update • Lessons Learned/Challenges • Risks and Opportunities • Audited Financial Statements for WRP (WRP Pooled Fund, Flexi-fund, Ringfenced Funding) + audit opinion 		2 weeks before Steering Committee Meeting	Variable
<p>Information required to drawdown WRP Donor funding</p>		Set out in WRP Donor funding instrument	
<p>Immediate notification of fraud, misuse, serious irregularity, safeguarding and ESS issues and any circumstance threatening implementation</p>		Within 48 hours of SPREP becoming aware	
<p>Visibility, branding and public transparency</p>		In accordance with WRP communications [and disclosure] policy.	

SC Agenda 4



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Updated 6-monthly

SC Agenda 6 for Approval

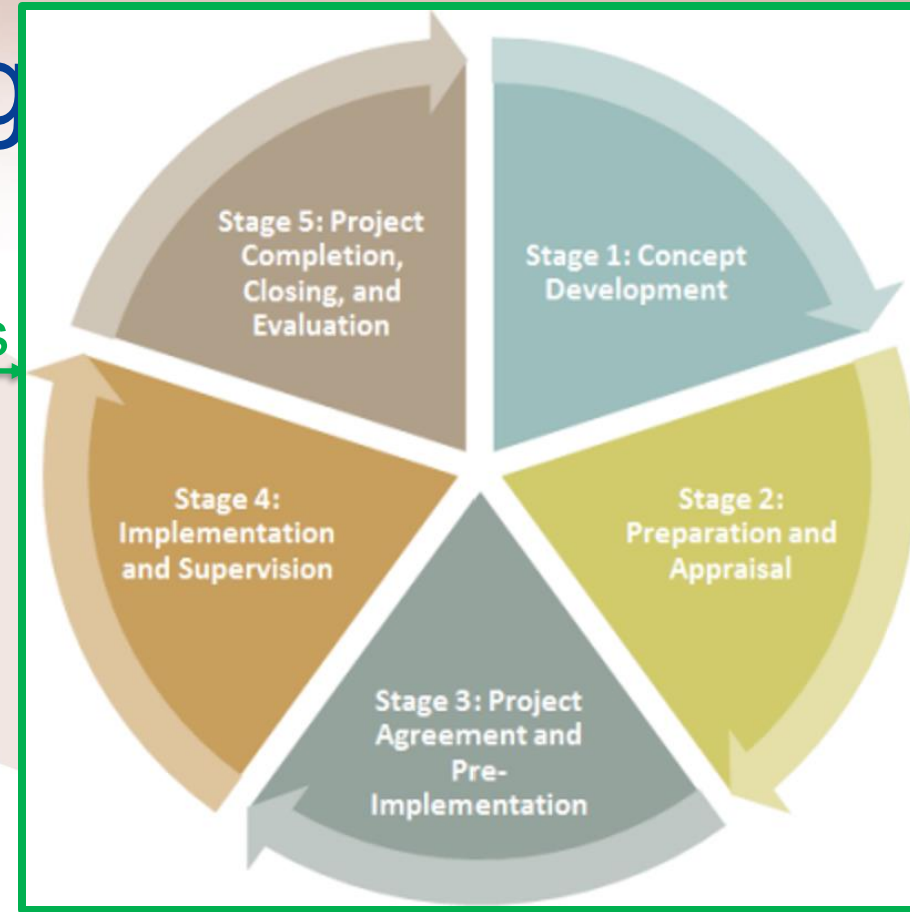
KRA	Activity No.	Activity	Indicative Cost USD '000 2024 - 2033	Work Plan Funding USD '000 2024 - 2029	2024 (Actual) 2025 (Actual) 2026 2027 2028 2029						
					2024	2025	2026	2027	2028	2029	
KRA 1 GOVERNANCE, MANAGEMENT AND COORDINATION					8,971	1,249	1,429	1,689	1,356	1,254	1,094
		Output 1.1 WRP governance, management and financing mechanisms established, mandated and equipped to coordinate a Pacific-led, integrated, and sustainable programme	20,310								
	1.1.1	Establish the PMU, Operational Processes and WRP pooled fund	550	339	0	118	210	10	0	0	0
	1.1.2	Operational Phase of PMU and coordination activities	1,470	2,783	1,147	773	465	164	196	36	36
	1.1.3	MERL framework establishment and operationalisation	incl above	153	0	58	20	75	0	0	0
	1.1.4	PMU Staff (Management and Delivery Support roles)	18,290	4,404	101	292	855	1,052	1,052	1,052	
	1.1.5	NMHS Staff to expand capacity to support programme delivery	new	0	0	0	0	0	0	0	0
		Output 1.2 Sustainable hydrometeorological financing facility and resource mobilisation approach established and operational			0	0					
	1.2.1	Sustainable hydrometeorological financing investment facility	new	100	0	0	50	50	0	0	0
		Output 1.3 Transformative GESDI strategy adopted and integrated across governance, management and partner programming									
	1.3.1	GESDI and social safeguards mainstreamed into WRP	incl above	292	0	188	89	5	5	5	
	1.3.2	Cultivating a diverse and GESDI responsive hydrometeorological service and warning institutions	new	0	0	0	0	0	0	0	0
KRA 2 PEOPLE CAPABILITY (previously KRA 5 Training and Capacity)					2,921	228	766	1,177	423	163	163
		OP2.1 WMO designated Pacific Regional Training Centre established and sustainably managed									
	2.1.1	Establish and operate a Regional Training Centre (RTC)	920	224	0	338	85	0	0	0	0
		OP2.2 Inclusive leadership and technical capability strengthening programmes established and delivering ongoing training to industry standards									
	2.2.1	Training of forecasters to BIP-M standard	2,700	812	7	278	346	180	0	0	0
	2.2.2	Training on specialised forecasting services, and assessment of competencies (e.g. marine, aviation, hydrology/ hydrography)	2,400	110	0	0	30	80	0	0	0
	2.2.3	Training of observers, technicians and ICT specialists and assessment of competencies	3,240	272	0	124	148	0	0	0	0
	2.2.4	Establish and deliver a Pacific Meteorology Leadership Programme for mid and senior level staff	1,040	135	0	0	135	0	0	0	0
	2.2.5	Specialised regional workshops and training courses	9,330	164	0	0	164	0	0	0	0
	2.2.6	Provide additional staff for training and capacity development	new	714	0	17	207	163	163	163	163
		OP2.3 Continuous learning and mentoring opportunities provided									
	2.3.1	Twinning programme, ongoing mentoring and communities of practices	970	480	221	207	62	0	0	0	0
KRA 3 OBSERVATION NETWORK INFRASTRUCTURE (previously KRA 4)					11,842	1,906	1,391	5,290	2,626	320	310
		Output 3.2 WMO designated Pacific Regional Instrument Centre established and sustainably managed									
	3.2.1	Establish and operate a Regional Instrument Centre (RIC)	1,860	51	0	0	51	0	0	0	0
		Output 3.1 Interoperable, affordable and resilient observation network progressively remediated, expanded and sustained									
	3.1.1	Implement observation network plans, asset management, standardised infrastructure, data management and maintenance practices	1,000	902	0	339	177	355	20	10	
	3.1.2	Provide asset management and maintenance staff to expand capacity (e.g. SPREP, SPC, NMHS)	470	1,078	0	45	163	290	290	290	
	3.1.3	Revitalise and expand automatic and manual weather	11,340	1,500	0	34	966	500	0	0	0
	3.1.4	Revitalise and expand river gauges and rain gauges	8,050	0	0	0	0	0	0	0	0
	3.1.5	Establish weather watch radars	11,650	8,312	1,906	972	3,933	1,481	10	10	
	3.1.6	Revitalise and expand wave buoys	19,750	0	0	0	0	0	0	0	0
	3.1.7	Revitalise and expand tide gauges	13,930	0	0	0	0	0	0	0	0
	3.1.8	Revitalise and expand Meteorological balloon launching systems	20,520	0	0	0	0	0	0	0	0
	3.1.9	Data capture from aircraft observation using the aircraft meteorological data relay system	590	0	0	0	0	0	0	0	0

Funded Work Plan



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Project Phases



Tools & Templates

- **Major Projects** has additional governance and requirements (e.g. Task Team, Detailed Project Plan)
- **Standard Projects** are low risk, more streamlined
- **Readiness/Flexi Fund is a Standard Project**



Weather Ready Pacific

Ch2. Programme Delivery

- **Programme Tracker** – source of truth on all projects, regardless of pooled fund, ring fenced fund or other support (funding not flowing through SPREP)
- SC Agenda 4 – includes copy of a cut down version of programme tracker

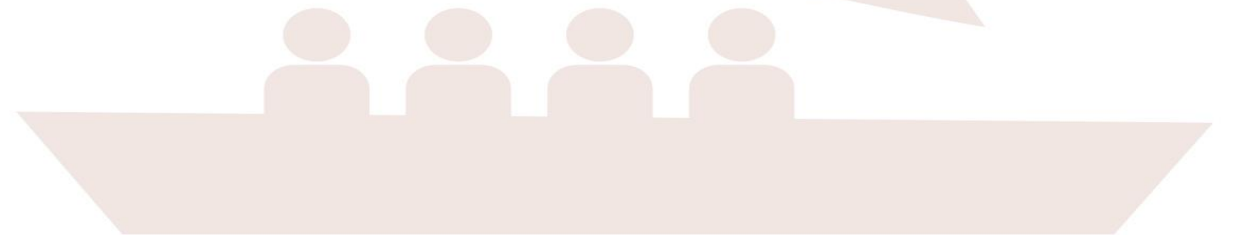
KRA	Output	Activity No.	Activity Ref	Activity	Project Title	Total Allocated Funding USD	WRP Funding Source	WRP Funding Allocated USD	2024 Budget	2025 Budget	2024	2025	2026 Budget
	1 Output 1.1 WRP governance, management and financing mechanisms established,	1.1.2	12	Operational Phase of PMU and coordination activities	NZ Met Services Technical support/ Governance/ Programme Management	1,008,186	MFAT-NZ	1,008,186	748,060	130,062	694,231	193,639	120,316
	1 Output 1.1 WRP governance, management and financing mechanisms established, mandated and equipped to coordinate a Pacific-led, integrated and sustainable	1.1.2	12	Operational Phase of PMU and coordination activities	ESNZ Project technical support, governance, reporting, adaptive management, communications	55,235	UK WISER	55,235	55,235	0	55,235		
	1 Output 1.1 WRP governance, management and financing mechanisms established,	1.1.1	11	Establish the PMU, Operational Processes and WRP pooled fund	Revised WRP Investment plan and implementation plan aligned with EW4ALL	190,345	UK WISER	190,345		128,437		101,815	88,529.04
	4 Output 4.1 An integrated Pacific forecasting platform established and operating sustainably to global standards	4.1.1	41	Develop an Integrated Forecasting Platform and strengthen RSMCs (incl WIS, CAP)	Initial consultation and workshop on an integrated forecast platform and other workshops	15,000	DFAT	15,000					
	1 Output 1.3 Transformative	1.3.1	81	GEDSI and social safeguards	Operational budget for	107,587	UK WISER	107,587	0	104,980			107,587



Ch3. Ch4

- Ch3 Contracts and Procurement Management
- Ch4 Finance

Only WRP scope, processes not relevant to Executing Agencies





Ch5. WRP Funding Framework

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- Describes how three types of funding will be managed in WRP
 - Pooled Funds (unearmarked)
 - Ringfenced Funds
 - Other support (e.g. technical assistance, funding not through SPREP)
- Terms and Conditions to include in Funding Partner and Executing Agency (sub-contractor) Agreements, to ensure requirements are cascaded.

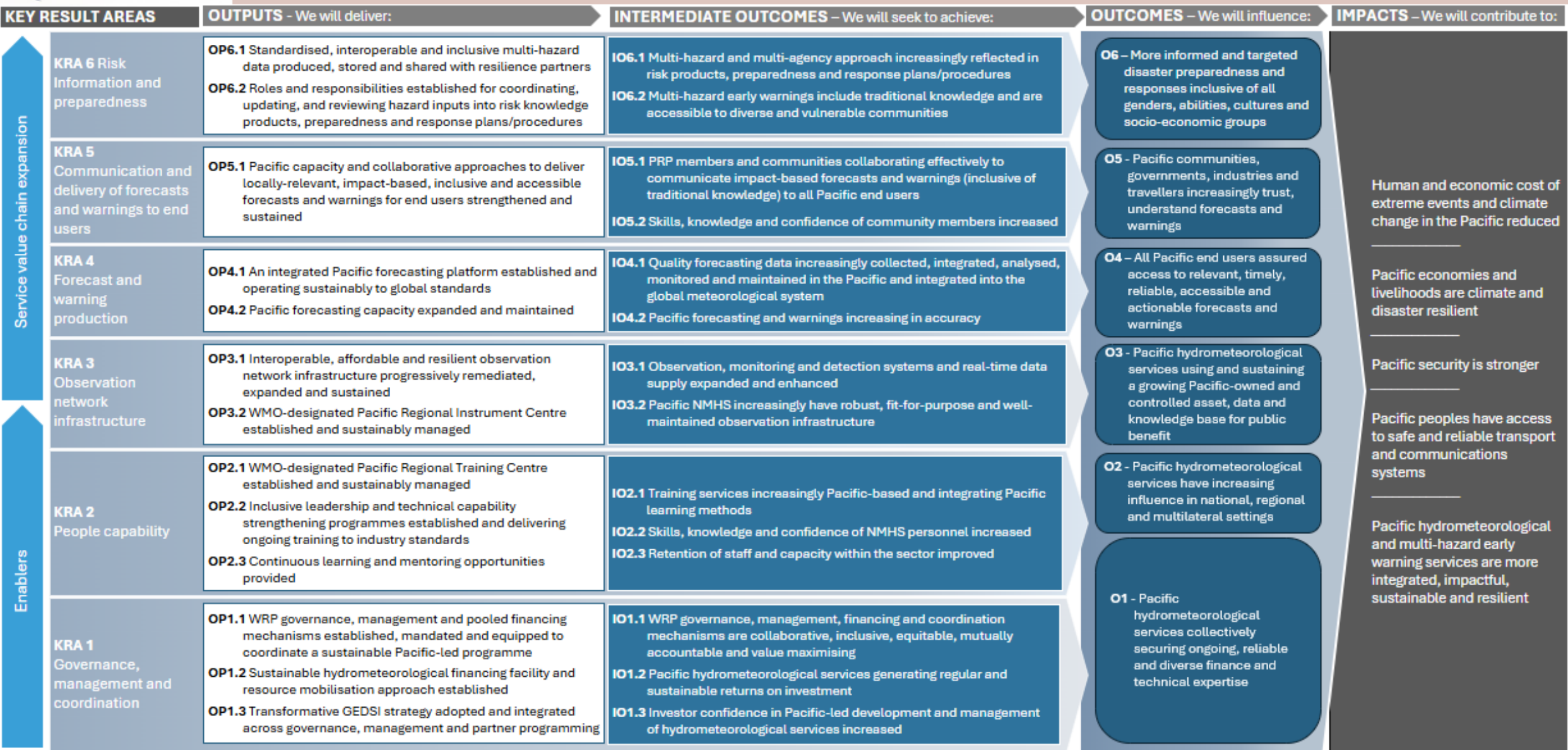




IMPACT PATHWAY

OVERALL OBJECTIVE: Climate and disaster resilient Pacific Island communities have improved safety, security, socio-economic well-being and prosperity

SPECIFIC OBJECTIVE: Pacific communities, governments and industries have inclusive multi-hazard early warning systems, forecasts, and information to reduce the impacts of extreme weather and other natural hazard events, including those exacerbated by climate change



ASSUMPTIONS: We can build momentum to attract sufficient investment | Political will remains | Organisational contexts remain favourable | External shocks can be accommodated | Services are more relevant if include modern and traditional knowledge

PRINCIPLES:

Pacific-led and owned	Inclusive, equitable and empowering	Collaborative	Transformative and sustained
Driven by Pacific peoples Responsive to local needs, cultural contexts Integrating traditional knowledge Harmonised (local, national, regional, global)	Rights-based GEDSI-responsive Active, meaningful participation Precautionary	Mutually accountable and transparent Coordinated Partnership-based	Visionary Structural and systemic Agile Enduring



Ch7. Risk and Issues Management

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7. Management and Escalation	
8. Monitoring, Reporting and Review	
9. Compliance	

$$\text{Risk Rating} = \text{Likelihood} \times \text{Consequence (Impact)}$$

		Consequence				
		Insignificant 1	Minor 2	Moderate 3	Major 4	Severe 5
Likelihood	Almost Certain 5	5	10	15	20	25
	Likely 4	4	8	12	16	20
	Possible 3	3	6	9	12	15
	Unlikely 2	2	4	6	8	10
	Rare 1	1	2	3	4	5

Score	Rating	Interpretation
16–25	Extreme	Immediate attention and escalation required
11–15	High	Active management and regular oversight required
6–10	Moderate	Requires monitoring and planned actions
1–5	Low	Managed through routine procedures

Annex 1 WRP Risk Register and Mit

SPREP risk register template, unified risk rating, and escalations defined

- Enterprise risks – risks with organisation-wide implications for SPREP. These are managed through the SPREP Enterprise Risk Register (ERR) and overseen by SPREP senior management and the Risk Committee.
- WRP Programme-level risks – affect delivery of WRP objectives, outcomes, or reputation at a programme-wide level.
- WRP Project-level risks – specific to individual projects within the WRP Funded Work Plan.

Risk Rating	Escalation Requirement
Low	Managed and monitored within programme, project, or departmental processes.
Moderate	Managed within project or programme level with regular review
High	Escalated to the relevant Director and RMCO for visibility, monitoring, and consideration within enterprise risk reporting processes. Escalate to WRP Steering Committee
Extreme	Immediate escalation to the RMCO and relevant Director for enterprise-level assessment, executive visibility, and consideration for escalation to the Senior Leadership Team (SLT) and Risk Committee. Escalate to WRP Steering Committee
Emerging or cross-cutting risks	Escalated through the RMCO for enterprise-level visibility, coordination, monitoring, and governance reporting.



Ch8. Resource Mobilisation

1. Purpose
2. WRP Unique Value Proposition Core Narrative & Key Messages
3. Strategic Objectives
4. Guiding Principles
5. Strategic Outcome
6. WRP investment Offer
7. Funding architecture
8. Priority funding schemes and targets
9. Country Co-Investment and Sustainability Strategy
10. Partnerships strategy
11. Communications and positioning
12. Governance and Accountability
13. Implementation Roadmap (2026-2033)
14. Key Outputs
15. Conclusion

- Funding architecture / Framework
- Priority funding targets
- Implementation Roadmap

13 Implementation Roadmap (2026-2033)

- 2026–2027:** Establish WRP investment prospectus, donor pipeline, and multi-year financing agreements; launch liaison platform; begin blended finance pilots for renewable energy and maintenance.
- 2028–2030:** **Scale multi-country investments;** establish shared services and pooled procurement; expand climate fund access and results-based financing models.
- 2031–2033:** **Consolidate long-term O&M financing;** expand private sector partnerships; achieve sustainable regional maintenance models and net-zero operations targets.



Ch9. Communication and Engagement

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 - 2.1 Primary and Secondary Audiences
 - 2.2 Audience-specific Messages
3. Roles and Responsibilities
4. Annual Communications Planning Cycle
5. Content Creation and Approval
6. CKMO–MERLA Officer Working Protocol
7. PPCM Dashboard
8. Track 1 Sustainability Communications
9. Evaluation Communications
10. GEDSI and ESS in Communications
11. Reporting and Monitoring

Annexures

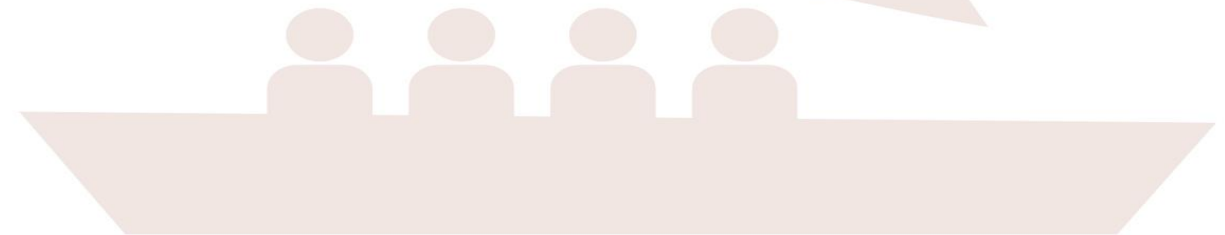
Annex One: Annual Communications Plan Template

Annex Two: Content Approval Register

Annex Three: CKMO–MERLA Working Protocol Template

Annex Four: Stakeholder Engagement Plan Template (Track 1)

- Priority Actions (i.e. Sustainable financing and Asset Management roadmap) to have a dedicated Stakeholder Engagement Plans



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Ch10. Sustainability

Under WRP Sustainability Framework, “sustainability” is defined as:
 “Enabling both the existing and future Pacific hydrometeorological and multi-hazard early warning services to last, and to be Pacific owned and led in the long term.”





Ch11. GEDSI

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This chapter operationalises the WRP GEDSI Strategy with the five key priority areas.

Twin Track approach:

- Targeted Action:
 - Inclusive Community Education and Information-Exchange Collectives
 - Cultivating Diverse and GEDSI-Responsive Hydrometeorological Services and Warning Institutions
- Mainstreaming: All other projects use the GEDSI Guiding questions to make your Proposal GEDSI responsive during Concept Note development, to identify opportunities to formulate actions, and identify risks (with mitigations).

WRP GEDSI Participant Registration Form to collect disaggregated GEDSI data from participants at all WRP-convened events, meetings, workshops, and activities (mandatory)



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This chapter sets out delivery processes that is environmentally responsible, socially inclusive, and consistent with international good practice on safeguards.

WRP will apply SPREP's institutional Environmental and Social Management System (ESMS) — together with the SPREP Grievance Redress Mechanism (GRM) and complementary corporate policies.

Overall WRP Programme is classified as Category B (Medium Risk).

- A medium inherent risk was identified for Biodiversity and Ecosystem Services, principally arising from the siting and installation of observing infrastructure under KRA 3 (radars, automatic weather stations, river and tide gauges, wave buoys, upper-air stations).

ESS team supports and appraises individual concept note development, project implementation and closure phases.

Mapping of SPREP's systems and standards to the safeguards frameworks of the GEF, GCF, AF, IFC, DFAT (Australia), MFAT (New Zealand) and JICA.





Ch13. Knowledge Management

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 - 1.1 Purpose and Scope
 - 1.2 Relationship to SPREP IKM Strategy
2. Knowledge Management Principles
3. Types of WRP Knowledge
4. Roles and Responsibilities
5. WRP Knowledge Assets and Repository Structure
 - 5.1 WRP Shared Drive (SharePoint)
 - 5.2 SPREP Virtual Library
 - 5.3 SPREP Intranet ([Fagogo](#))
 - 5.4 SPREP Registry and Records System (Alfresco/EDRMS)
6. WRP Publications and Knowledge Products
 - 6.1 Publication Standards and the SPREP Publication Process
 - 6.2 WRP Publication Types
7. Institutional Knowledge and Staff Transitions
8. Lessons Learned and Programme Learning
9. Knowledge Management and MERL
10. GEDSI in Knowledge Management
11. Risk Management
12. Monitoring and Review

- | | |
|----------------|---|
| Annex 1 | WRP Knowledge Asset Register Template |
| Annex 2 | Terminal Report and Knowledge Transfer Template |
| Annex 3 | Lessons Learned Register Template |
| Annex 4 | WRP Folder Structure Reference |

This chapter sets out how WRP creates, stores, organises, shares, and protects its knowledge.

- Filing and storage systems
- Naming conventions
- Knowledge transfer with staff departures (Terminal Report)
- Knowledge Asset Register
- Communication and Knowledge Management Officer has oversight and undertakes annual audit

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3.2 Audit Process in WRP (through main SPREP Audit or WRP Pooled Fund Mechanism)	5
3.3 Follow-up and Corrective Actions	6
4. Fraud Prevention and Integrity Assurance	6
4.1 Zero-Tolerance Policy	6
4.2 Fraud Risk Management in WRP	6
4.3 Reporting Mechanisms and Whistleblower Protection	6
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Appendix A - Key SPREP Policies and other Documents	9

Ch14. Quality Assurance

WRP will apply SPREP's institutional policies and processes for:

- Quality Assurance
- Internal Audit Programme Assurance
- External Audit Programme, including for WRP Pooled Fund Mechanism
- Fraud Prevention and Integrity Assurance



SC4 Decisions Sought

- WRP Dec. 9.4.1 – Approve the WRP Charter, revised ToR Steering Committee and Donor Committee, Delegations Policy, and endorse the WRP Operations Manual content for SPREP to approve and formalise.
- WRP Dec. 9.4.2 – Note the plan for internal audit in 2027 of the Operations manual.
- WRP Dec. 9.4.3 – Approve revised delegation policy for SPREP/WRP to be able to undertake continual improvements on the Operations Manual on an as needed basis, with amendments that has significant impacts to the implementation of WRP to be tabled at Steering Committee for noting and approval.