



Ministry of Environment and Climate Change
Republic of Fiji

Strategic Development Plan
2025-2030

*A clean, healthy and thriving environment for a
sustainable and resilient Fiji*

Produced by:

Ministry of Environment and Climate Change

Level 1-3 Bali Towers, Toorak

Suva, Fiji

Ph: +679 3311699

W: www.fijigovernment.gov.fj

Contents

Glossary	5
Chapter 1: Introduction	6
Chapter 2: Vision, Mission and Values	7
Our Vision, Mission and Values	7
Vision	7
Mission	7
Values:	7
Chapter 3: Context	8
Chapter 4: Roles and Responsibilities of the MECC	10
Chapter 5: Strategic planning process	12
Chapter 6: Key Goals, Strategic Priorities and Actions	14
Action Plan for the period 2025-2030	14
Chapter 7: Implementation and Monitoring	16
Financing the Strategic Development Plan	16
Forecasted budget to implement strategic priorities 2025-2030	17
Risks to implementation	17
Monitoring, Evaluation and Learning (MEL)	18
Companion document: Action Plan	19
Annexes	19
Annex 1a:	19
Key operational responsibilities of the Ministry of Environment and Climate Change	19
Annex 1b:	19
Key partnerships and governance arrangements	19
Annex 2:	19
Multilateral Environmental Agreements	19
Annex 3:	19
Key Legislation, Policies and Instruments	19

List of Tables

Table 1	Goals and Strategies of the Ministry of Environment and Climate Change, 2025-2030	Page 15
Table 2	Mitigation measures to address identified risks	Page 18
Table 3	Overview of MECC's MEL approach	Page 19

List of Figures

Figure 1	The links between our work to support a Resilient Development Pathway	Page 10
Figure 2	An example of suggestions from stakeholders as to where MECC can improve services, collaboration and communication	Page 13

Glossary

BBNJ	Biodiversity Beyond National Jurisdiction
CBD	Convention on Biological Diversity
CCD	Department of Climate Change
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CROC	Climate Relocation of Communities (Trust Fund)
DOE	Department of Environment
EIA	Environment Impact Assessment
GCF	Green Climate Fund
GEF	Global Environment Facility
KPI	Key Performance Indicator
LEDS	Low Emissions Development Strategy
MEL	Monitoring, Evaluation and Learning
MECC	Ministry of Environment and Climate Change
NAP	National Adaptation Plan
NBSAP	National Biodiversity Strategy and Action Plan
NCCCC	National Climate Change Coordination Committee
NCCP	National Climate Change Policy
NEC	National Environment Council
NDC	Nationally Determined Contribution
NDP	National Development Plan 2025-2029 and Vision 2050
NOP	National Ocean Policy 2020-2030
PDU	Programme Development Unit
POP	Persistent Organic Pollutant
SDP	Strategic Development Plan
SPIRIT	Service, Partnership, Inclusivity, Respect, Integrity, Transparency
UNCBD	United Nations Convention on Biological Diversity
UNCLOS	United Nations Convention on the Law of the Seas
UNFCCC	United Nations Framework Convention on Climate Change

Chapter 1: Introduction

“A healthy environment is our strongest defence against climate change – as stewards of our land, forests, rivers and oceans, we all have a role in safeguarding them from threats, restoring our biodiversity and reviving traditional knowledge and solutions. A resilient and healthy environment supports resilient communities and a sustainable future.” **Mr Seru Raco, Navatege Settlement, Tawake, Cakaudrove¹.**

The Ministry of Environment and Climate Change (MECC) was established in 2023 and brings together two critical and interconnected parts of Government at a critical time for our future. The threats to our biodiversity and our oceans are urgent and require a coordinated and collaborative response. Significant changes to our climate are not a distant threat but a daily reality.

As part of the process of developing this Strategic Development Plan (SDP) we came together as a Ministry and reflected on our key strengths, the areas we can improve and the strategies that are needed to ensure the successful implementation of our various policy goals and to deliver efficient and effective services that underpin sustainable and climate resilient development.

At MECC, we are responsible for the coordination of several critical national policy and legislative priorities – waste management, environmental management, ozone protection, biodiversity conservation, oceans, climate change – and these policy areas define “what” we do. Please see Annex 1b for further details.

During the process of developing this plan we reflected on the “why” and the “how” that underpin our policy and legislative mandates.

Creating the behaviour change that is needed to support a resilient Fiji is not about words and documents – it is about nurturing and restoring the sense of responsibility of every individual, family, community, organisation and business to work together to achieve these goals. Our work at MECC guides the overall strategic and policy direction but critically relies on partnerships with many other stakeholders.

As such, we also reflected on our key roles and responsibilities and our roles as educators, partnership brokers, and information and knowledge managers that underpin all areas of our work.

¹ Provided via Live and Learn.

Chapter 2: Vision, Mission and Values

Our Vision, Mission and Values

Vision

Our Vision is for “A clean, healthy and thriving environment for a sustainable and resilient Fiji”.

Mission

As the Ministry responsible for environmental protection and climate action we have a critical role to play in inspiring collective action and delivering services that safeguard our natural resources.

Our mission is to promote collective environmental stewardship and climate action, nurture partnerships to safeguard resources, ecosystems, and livelihoods, through the delivery of inclusive and effective services.

Values:

The MECC is dedicated to serving the nation through partnerships, in an inclusive manner, with respect guided by integrity and transparency. This SPIRIT underpins everything we do as a Ministry:

- **Service** - We are committed to serving Fiji and all our inhabitants. Our actions prioritise the well-being of our ecosystems, wildlife, current and future generations.
- **Partnership** - We know that we cannot achieve our environmental and climate goals alone. We nurture partnerships and work in collaboration with various partners to collectively progress our shared objectives.
- **Inclusivity** - We embrace diversity in all its forms and strive to create an inclusive community where every voice is heard and valued and we have a united effort in addressing environmental and climate change challenges.
- **Respect** - We respect our environment and all that depend on it. We respect each other and nurture a safe environment that supports the sharing of a diversity of views, through respectful communication and actions.
- **Integrity** - We uphold the highest ethical standards in all our endeavours. Honesty and accountability guide our decision-making processes.
- **Transparency** - We believe in open communication. We share information to support our people to make informed decisions. We are transparent about our initiatives, impact, and challenges with our community, fostering trust and collaboration.

These values not only guide our work as a Ministry but are reflected in our key policy documents to guide our approach and that of partners in addressing our environmental and climate change goals.

“In delivering on our climate change commitments, the national climate change policy calls for actions that enable sustainable wellbeing, enhance social cohesion, increase inclusivity and foster new partnerships.” (National Climate Change Policy)

Chapter 3: Context

Our Ministry has a key role in managing intergenerational risk and ensuring that our rich biodiversity and natural resources are available for the next generation, despite the climate challenges we face. Bringing together our environment and climate change portfolio is strategically important and recognises the critical role that healthy ecosystems play in our ability to manage climate impacts. It also provides us with a greater opportunity to integrate nature-based solutions and biodiversity protection within our climate responses. Resilient development recognises that risk management, environmental protection, climate change adaptation and mitigation are inextricably linked to Fiji's economic development.²

The National Development Plan 2025-2029 and Vision 2050 (NDP) outlines key priorities relating to environmental protection and climate change. Our priorities are also cross-cutting and relate to the achievement of all our sustainable development goals.

In examining where we need to do better and where we should prioritise, moving services closer to the people and community engagement was a recurring theme. People want to be heard - whether that relates to concerns about logging, improper drainage or waste disposal or nature-based seawalls. Community voices and traditional knowledge can also support more effective programme design and implementation. Working with relevant national and sub-national government agencies to support decentralised service delivery is critical to addressing service delivery.

Many of our policy priorities are already outlined in the various policies, plans, strategies and legislation that we are responsible for: Environment Management Act 2005, Litter Act (2008), Ozone Depleting Substances Act (1998), Endangered and Protected Species Act (2002), and the Climate Change Act 2021. Key priorities and actions outlined in the NDP, National Climate Change Policy (NCCP) 2018-2030, National Ocean Policy (NOP) 2020-2030, National Adaptation Plan (NAP), Low Emissions Development Strategy (LEDS) 2018-2050, Nationally Determined Contributions (NDC) 2020, and the National Biodiversity Strategy and Action Plan (NBSAP) 2020-2025 (references are intended to include all updates or amendments to these instruments from time to time) will guide our work as a Ministry. Key actions that relate to our role in delivering on these existing commitments and priorities are reflected in our Ministry action plan. This also supports harmonised reporting across our various policy and legislative commitments.

As key cross-cutting themes, we recognise that environmental degradation and climate change can exacerbate existing inequalities. Efforts to address these issues must be informed by a human-rights and people-centered approach. Our actions will empower and support greater locally-led conservation, management and leadership. They must also be driven by evidence-based decision making and design. We must also break down silos - internally between our teams - and externally with key stakeholders if we are to realise the "woven approach to resilient development".

Commented [1]: IRDF link

Commented [2]: should also reflect the NDC3.0

Commented [3R2]: Suggest this is covered off by catch-all phrase "references are intended to include all updates or amendments to these instruments from time to time".

² NCCP

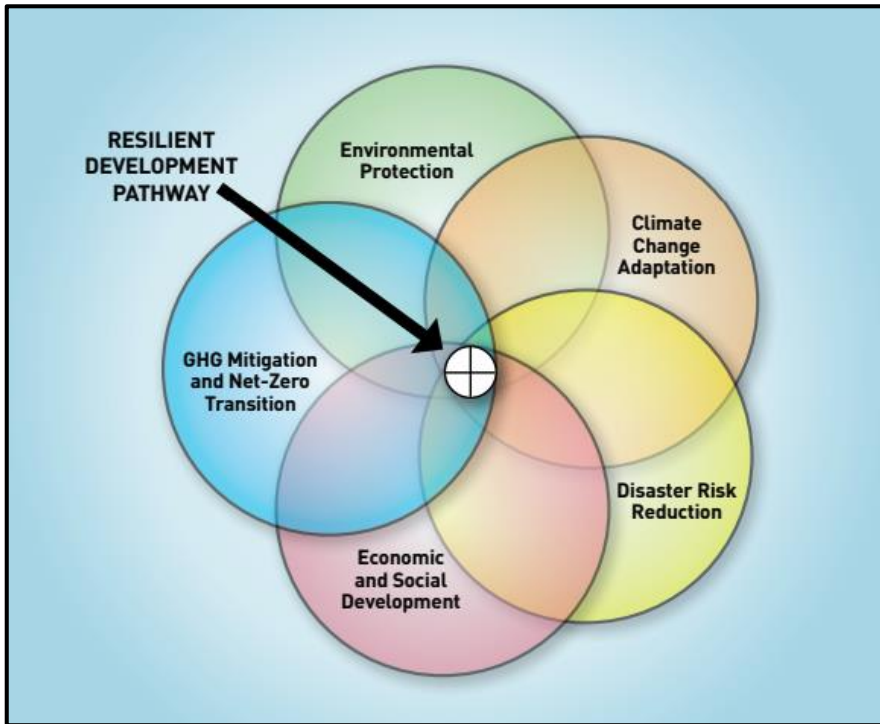


Figure 1: The links between our work to support a Resilient Development Pathway

Chapter 4: Roles and Responsibilities of the MECC

We perform a diverse and critical set of functions, each vital to our overarching vision, mission and guiding values. These roles are relevant across all of the thematic areas of our work - environmental protection and conservation, sustainable and inclusive resource management, and climate change adaptation and mitigation. The ability to enact these roles and responsibilities are dependent on the strong foundations of corporate services (including HR, administration, finance).

Commented [4]: Strengthen this language. cross cutting nature of key internal functions that enable roles/responsibilities

- **Regulatory: Maintaining environmental standards and integrity** At the heart of our regulatory role lies the responsibility to uphold environmental integrity through robust governance and enforcement. We are the focal points for several processes, the compliance with which supports the safeguarding of our environmental resources for everyone. These include requirements outlined in the Environment Management Act (2005), Litter Act (2008), Ozone Depleting Substance Act (1998), Endangered and Protected Species Act (2002), Climate Change Act (2021) and their associated regulations. Many of these regulations have permitting requirements that our team administers, including the Environment Impact Assessment (EIA) process, Waste Management and Pollution Control Ozone Depletion Substances, and import and export of plastic and endangered species. These permits establish clear standards and conditions for industries and individuals, promoting responsible waste management, responsible research and trade and minimising pollution. (Please also see Annex 1b).
- **Project management: Scaling solutions** We design and implement a diverse portfolio of projects aimed at addressing critical environmental and climate challenges including the Naboro Landfill. Projects range from coastal protection and mangrove restoration, biodiversity protection, oceans management and community conservation. We work in partnership with various stakeholders to achieve these goals, ensuring that projects are co-designed and tailored to specific needs to deliver lasting benefits. As a cross-cutting issue, generally environment and climate change projects are managed in partnership with other government entities and organisations, supported by MECC.
- **Resource mobilisation** The scale of the environmental and climate challenges are beyond our national budget to address. We work with partners to secure additional resources to address biodiversity, environmental and climate change challenges, including the GEF and Green Climate Fund (GCF). Our team acts as a finance mobiliser, actively seeking and securing domestic and external finance from international sources, including multilateral funds, bilateral partnerships and private sector investments. The Programme Development Unit develops compelling proposals that align national priorities with international funding criteria and have a specific role in mobilising resources to support national biodiversity and environmental initiatives, including through the GEF, which is currently in the 8th round of funding. Our Climate Finance and Programme Development Unit work with a singular objective to mobilise financial resources to support the implementation of initiatives across government and collaboratively with civil society organisations and the private sector. This crucial function, detailed in our National Climate Finance Strategy, supports the mobilisation of necessary resources to implement our climate adaptation and mitigation strategies including the NAP, NDCs, and LEDS, and is provided for in

Fiji's NDP (please see Annex 1b and Annex 3). In the period from 2012 to 2024, Fiji accessed external climate financing for approximately 72 national level projects amounting to an estimated total of USD \$279 million (FJD \$626 million).

- **Partnership brokering** - Addressing the multifaceted challenges of environmental conservation and climate action requires a collaborative approach. We broker partnerships, fostering strong relationships with a wide range of stakeholders. We cultivate partnerships with national, regional and international organisations, ensuring that Fiji's voice is heard in regional and international fora, that we benefit from shared knowledge and best practices, leveraging their expertise and resources to support our national priorities. We work closely with civil society and community organisations, to support community driven environmental protection and climate action. We engage with the private sector, encouraging sustainable business practices and promoting green investments.
- **Community engagement, education and advocacy** - Addressing the environmental and climate change challenges of the nation requires nurturing collective stewardship and restoring pride in our natural environment. This includes supporting behaviour change and unlearning practices introduced by a modern world. Re-learning traditional knowledge and practices and growing the awareness of our interdependence with nature is championing a next generation of environmental stewards. We use our position to intentionally and strategically advocate internally within government and with partners to elevate our priorities at the national, regional and global level.
- **Knowledge management and learning** - Supporting evidence-based decision making and underpinning the various regulatory functions of MECC requires strong information and knowledge management systems. This includes climate and environmental data, a wealth of assessments and technical reports, project proposals and supporting documents and stakeholder lists. Strengthening internal and external knowledge management to support ongoing learning is critical to be able to support the above roles.

Annex 1a: "Key operational responsibilities of the Ministry of Environment and Climate Change" provides a detailed description of the operational and functional responsibilities of the Ministry.

Commented [5]: From National Climate Finance Strategy

Commented [6R5]: I can't find these figures in the NCFS - presume they were calculated using data in NCFS rather than quoted direct?

Commented [7R5]: @marita@talanoa-consulting-fiji.com

Chapter 5: Strategic planning process

Commented [8]: Michelle & Gen to confirm this chapter

During 2024 and 2025 the Ministry held various internal and external consultations to ensure the contents of the plan reflect the key priorities for MECC drawn from a diversity of stakeholders.

Our consultations included the use of various survey tools, interviews with our senior leadership team, internal and external workshops and focus group discussions, and various public outreach activities aligned to the Ministries ongoing activities.

We asked our team to reflect on what the people of Fiji expect from MECC. Responses generally fell within the areas listed below.

- Science-backed decisions for managing natural resources
- Build trust with all partners to effectively manage our natural resources collectively
- Encourage positive behavioral change through advocacy and awareness
- Assist communities with solutions to their environmental and climate change challenges
- Development projects and mobilise climate change finance
- Implement the Environment Management Act and its associated regulations
- Service excellence and responsiveness

At various meetings from January to March 2025, we asked stakeholders to provide feedback on the effectiveness of MECC services, collaboration and communication and the types of improvements they would like to see. These ideas and suggestions have been incorporated into our Goals, Strategies and Action Plan.



Figure 2: An example of suggestions from stakeholders as to where MECC can improve services, collaboration and communication

Workshops in March 2024 and January 2025 allowed staff from the Ministry to come together and learn from each other about the ways in which their work connected and how collaboration across MECC could be improved to better service our people and deliver our priorities.

Chapter 6: Key Goals, Strategic Priorities and Actions

Action Plan for the period 2025-2030

Our accompanying Action Plan (see separate document) consolidates the key strategies and actions that we have committed to as part of the NDP, within our various policy documents, legislation and which emerged as key strategic priorities during our consultation process under five goals. The goals and strategies are listed below and the accompanying action plan will remain a living document to be updated as relevant policy priorities are adjusted.

Our Ministry has a difficult task and inadequate resources to meet all of the actions that we have already committed to. The accompanying Action Plan seeks to find common ground across our different policy areas to invest in joint capability that can support multiple units where possible, particularly in areas such as information and knowledge management, advocacy and awareness, community engagement, partnerships and internal process and system strengthening.

This SDP is designed to establish clear priorities for our team and stakeholders over the next five years, driving our internal work through aligned annual plans and fostering collaborative action with external partners.

Table 1: Goals and Strategies of the Ministry of Environment and Climate Change, 2025-2030

Goal 1: Support informed, knowledgeable and empowered citizens with evidence-based information to drive behaviour change
Strategy 1A: Strengthen the evidence base for informed decision-making
<i>Strengthening collection, management, and access to data, including support to document knowledge, information and research.</i>
Strategy 1B: Strengthen public communication and outreach to improve accountability for environmental and climate risk management
<i>Support and promote use of media and communication systems/technologies for disseminating public information and promoting engagement.</i>

Goal 2: Strengthen community resilience, civil society and private sector engagement and empower climate action and stewardship of our collective natural resources

Strategy 2A: Strengthen community engagement and empowerment

Increase strategic engagement with individuals, communities and organisations to enhance knowledge of natural resource management, climate impacts and responses, nature-based solutions and community champions

Strategy 2B: Create an environmentally responsible and climate-ready workforce, promote social entrepreneurship and establish public-private partnerships

Promote private sector engagement, the management of climate/environmental risks within financial products and support to employers to integrate climate/environment considerations into the workforce and workplace.

Commented [9]: MECC's tracked changes sought to delete this text. Suggest text is retained to ensure consistency between the SDP and Action Plan. Alternatively, it could be removed from drafting in both SDP and Action Plan - if agreed among MECC. For MECC's confirmation.

Goal 3: Promote sustainable development through the protection and safeguarding of our natural resources for current and future generations

Strategy 3A: Strengthen environmental safeguards, regeneration, standards and regulatory compliance

Strengthen instruments and institutions to enhance environmental protection, regulatory frameworks, and compliance/enforcement activities

Strategy 3B: Establish and strengthen regulatory frameworks to support the transition to a net-zero economy, effective waste management and the promotion of a circular economy

Develop new and strengthen existing regulatory regimes and instruments to support decarbonisation, improve national waste management including innovation with waste to repurpose, reuse or recycle

Strategy 3C: Strengthen compliance to Multilateral Environment Agreements (MEA)

Strengthen reporting, compliance, monitoring and evaluation of obligations under MEAs, including ratification of relevant MEAs, developing policies and updating and introducing legislation as required.

Goal 4: Strengthen partnerships and collaboration to promote integrated solutions

Strategy 4A: Institutionalise and operationalise all coordination and oversight mechanisms

Strengthen oversight and coordination to improve integration and consideration of environmental safeguards and climate risks by other entities.

Strategy 4B: Increase financial flows to support environmental and climate-related development goals

Increase and effectively monitor resource mobilisation across public and private sectors to support environmental safeguards, nature-based solutions, adaptation, decarbonisation and climate action.

Strategy 4C: Prioritise partner engagement and coordination mechanisms to maximise alignment to national priorities

Improve engagement, communication and coordination with diverse partners to support and achieve national environment, biodiversity and climate objectives.

Goal 5: Strengthen internal governance and nurture a dynamic, healthy workforce and workplace within MECC to deliver services efficiently and effectively

Strategy 5A: Improve efficiency and effectiveness of service delivery by nurturing a supportive organisational culture of servant leadership, collaboration and commitment

Disseminate information, train staff, and ensure systems, instruments and workplace culture supports efficient and effective governance arrangements.

Strategy 5B: Invest in Skills Development

Review training programs, instruments, and mechanisms across civil service to ensure they support Ministry priorities and objectives.

Strategy 5C: Strengthen internal governance protocols, processes, and procedures

Develop new and strengthen existing systems and instruments to account for governance requirements in the pursuit of MECC objectives.

Commented [10]: MECC's tracked changes sought to delete this text. Suggest text is retained to ensure consistency between the SDP and Action Plan. Alternatively, it could be removed from drafting in both SDP and Action Plan - if agreed among MECC. For MECC's confirmation.

Chapter 7: Implementation and Monitoring

Financing the Strategic Development Plan

The successful implementation of the SDP is contingent on securing robust and diversified financial resources. We are committed to leveraging a broad spectrum of funding sources to ensure the plan's effective implementation. We will prioritise partnerships that deliver finance and technical resources that are flexible and long-term.

Our approach to financing is predicated on accessing a diverse portfolio of resources, encompassing:

- **National Budgetary Allocations:**
 - We will continue to advocate for and secure adequate national budgetary allocations for our core policy and legislative mandates, reflecting the national priority placed on environmental sustainability and climate resilience.
- **Regional Partnerships:**
 - We will actively engage with regional organisations and initiatives to access regional funding opportunities, technical assistance, and collaborative programmes.
- **International Finance and Partnerships:**
 - We will pursue access to international climate finance mechanisms, including the GCF, the GEF, and other relevant funding streams, to support environmental protection, climate mitigation and adaptation efforts. (Please refer to Annex 2—"Multilateral Environmental Agreements"—for a list and descriptions of relevant multilateral agreements to which Fiji is party.)
- **Bilateral Development Partner Support:**
 - We will strengthen partnerships with bilateral and multilateral development partners to secure grant funding and technical assistance for key strategic initiatives.
- **Private Sector Engagement:**
 - We will explore opportunities to engage the private sector through innovative financing mechanisms, such as public-private partnerships, green bonds, and impact investments, to mobilize additional resources for environmental projects.
- **Trust Funds and Innovative Finance Mechanisms:**
 - We will continue to utilise and strengthen national trust funds, such as the Climate Relocation of Communities Trust Fund (CROC), and explore other innovative financing mechanisms.

Ensuring Financial Sustainability:

As part of Goal 5, we are committed to ensuring the long-term financial sustainability of the goals and priorities in our SDP by:

- Enhancing financial planning and management capabilities.
- Improving transparency and accountability in the use of financial resources.
- Developing robust monitoring and evaluation frameworks to track the impact of investments.

Forecasted budget to implement strategic priorities 2025-2030

Within the Ministry of Environment and Climate Change we develop annual costed operational plans that align our actions to these overarching goals and strategies. Our annual costed operational plan reflects both domestic and international resourcing of our activities and supports the prioritisation of initiatives for each year of implementation.

As part of the implementation of our SDP we will work towards a multi-year costed operational plan to strengthen the coherence and efficiency of our planning and budgeting process, leading to more effective implementation. This will be revised periodically in line with changing context and resource availability.

Risks to implementation

A number of risks to successful implementation were highlighted during the consultation process. For each risk a risk mitigation strategy has been developed and included within the Action Plan (Annex 2).

Table 2: Mitigation measures to address identified risks

Risk	Risk mitigation measures
Inadequate internal communication and public engagement capacity to support	Development of an overarching communications strategy and expansion of dedicated resources to support public engagement
Inadequate financing to support implementation	Strengthen resource mobilisation efforts to advocate for greater domestic and external financing to meet our responsibilities and legislative requirements
Poor development partner coordination and partner-driven priorities	Improve communication of MECC Strategic Priorities through widespread circulation of MECC SDP and associated policies, plans and underpinning legislation Support improved partner coordination by convening development partner fora regularly and ensuring partners are actively sharing pipeline opportunities and proposals.
High turnover of civil servants and the absence of a retention strategy	Develop a coordinated approach to professional development and career pathway support

Monitoring, Evaluation and Learning (MEL)

Our SDP guides the development of unit and individual work plans. It is the responsibility of the unit heads to ensure that effective monitoring and evaluation occurs in line with the actions we have committed to.

Table 3: Overview of MECC's interconnecting MEL systems

NDP	
Sector specific policies and legislation	
MECC SDP	Costed operational plans
Unit Work Plan	Costed work plans
Individual Work Plan	

Our Action Plan (see Annex 3) includes a mapping of alignment of specific actions with existing policies and plans, including the National Development Plan (please see Annex 3). Consequently, reporting on SDP activities directly contributes to fulfilling our national policy and international MEA reporting obligations (please see Annex 2). Unit Heads, in collaboration with Human Resources, are responsible for ensuring that regular work plan monitoring feeds into both our SDP progress, national and international reporting.

Strengthening our internal Monitoring, Evaluation, and Learning (MEL) capacity is a core strategic priority of this SDP, impacting all our goals and strategies. Dedicated resources for effective MEL are essential for our ability to secure further funding to implement the SDP.

Companion document: Action Plan

Annexes

Annex 1a: Key operational responsibilities of the Ministry of Environment and Climate Change

Annex 1b: Key partnerships and governance arrangements

Annex 2: Multilateral Environmental Agreements

Annex 3: Key Legislation, Policies and Instruments