SPREP
Secretariat of the Pacific Regional Environment Programme

Second Members Working Group Meeting
SPREP Strategic Plan 2027-2036

26 August 2026

Members engagement



Members input

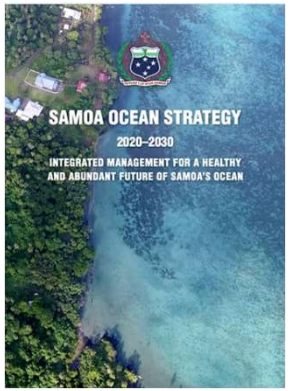


Meeting reports, outcome statements

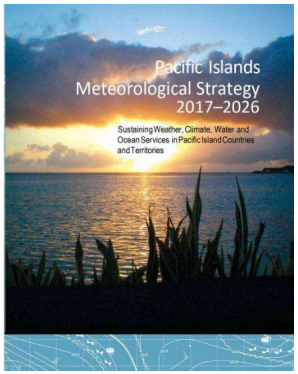


- 6 Signed CTSPFs: American Samoa, French Polynesia, Naoero, Palau, Vanuatu, Wallis & Futuna
- 5 Draft CTSPFs: Cook Islands, FSM, Niue, RMI, Tuvalu

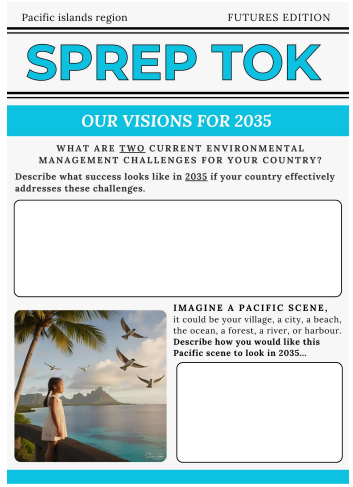




34 national strategy documents



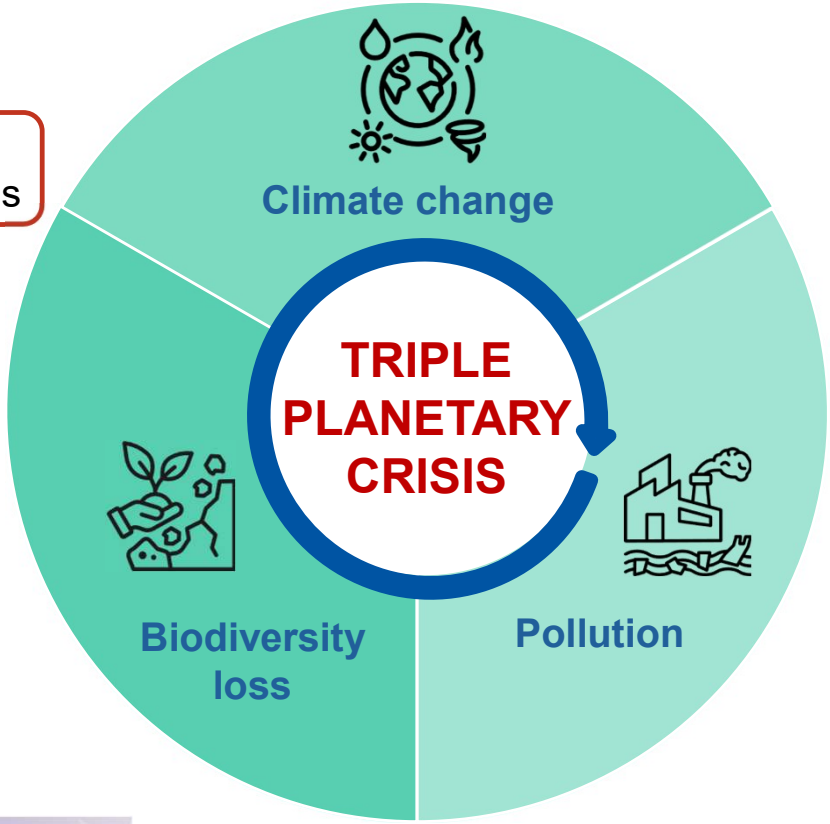
Regional strategy reviews



Visioning: 49 responses

Strategic Plan context

Global strategies



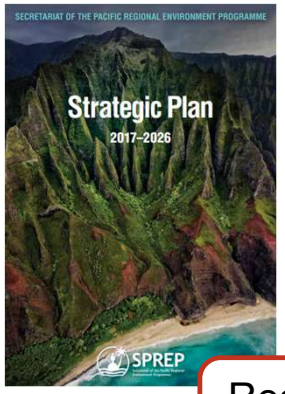


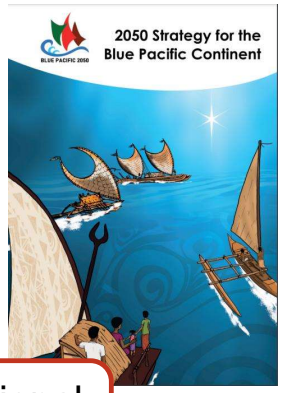
Credit: www.changestarted.com

MEAs

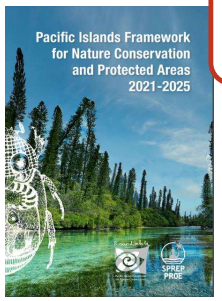
NOUMEA CONVENTION
KNOW MORE, DO MORE, TOGETHER

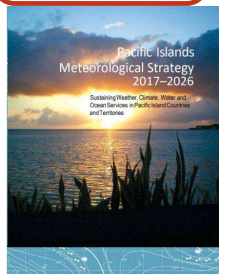
WAIGANI CONVENTION

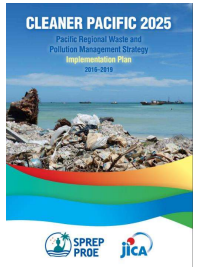




Regional strategies

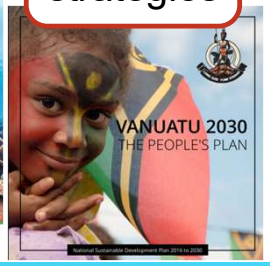






National strategies







One Va'a, One SPREP:
Navigating the triple planetary crisis



Vision

A resilient Pacific environment sustaining our livelihoods and natural heritage in harmony with our cultures

Mission

To promote cooperation in the Pacific region and to provide assistance in order to protect and improve its environment and to ensure sustainable development for present and future generations

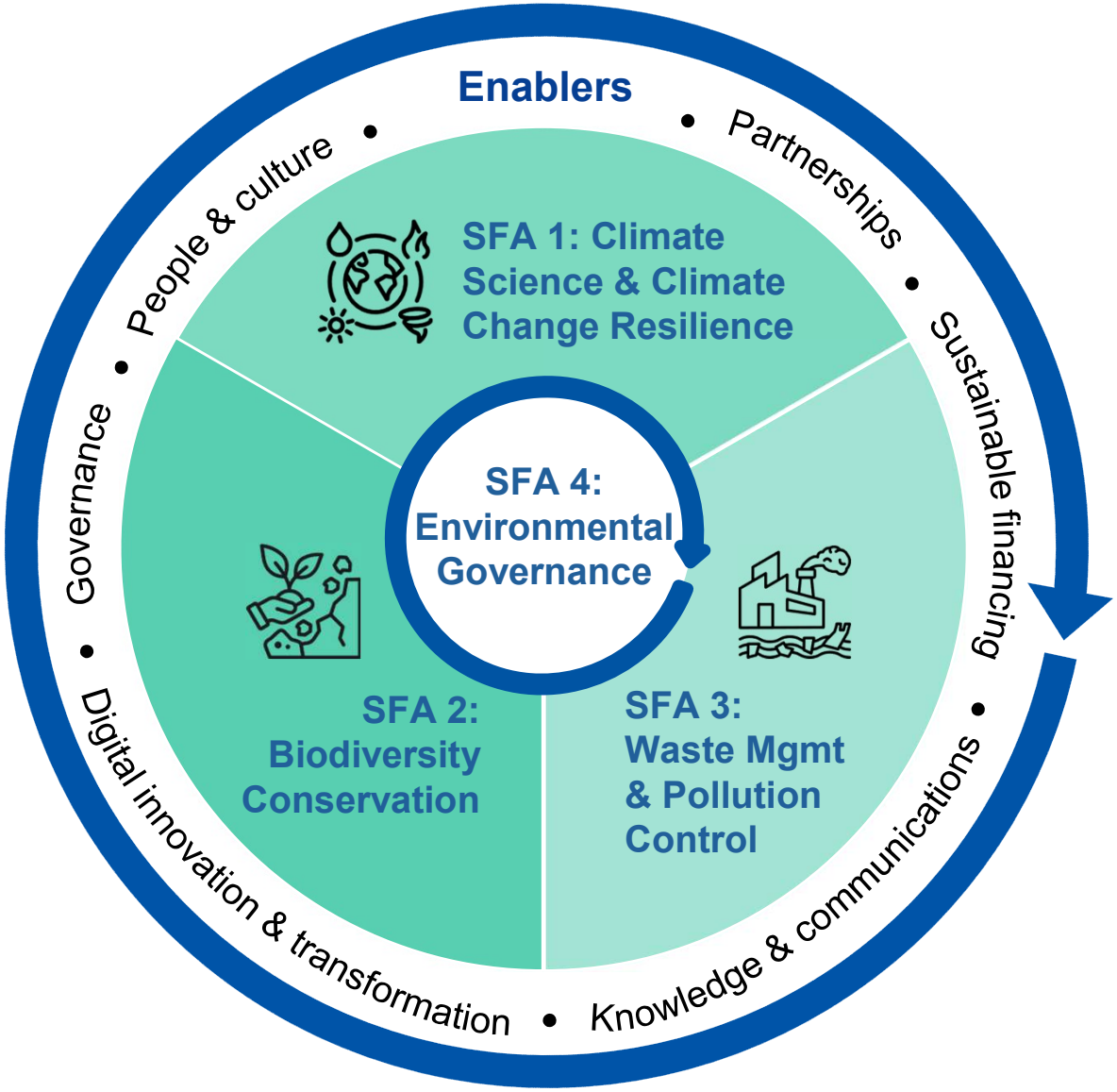
Values

Environment • People • Service • Integrity • Respect

Comparative Advantages

- Convenor & Coordinator
- Data Manager & Knowledge Provider
- Promoter of GESI & Human Rights
- Technical Adviser & Capacity Builder
- Integrator of Science & TK
- Trusted Partner & Resource Mobiliser

Working with Members to address the triple planetary crisis



Strengthening the Strategic Plan & Implementation

Clearer Strategic Narrative

Challenge: Some sections too detailed & inconsistent framing of objectives

***Response*:** Streamlined structure & executive summary upfront

Integrated Planning & Delivery

***Challenge*:** Siloed Programmes and projects

***Response*:** Integrated planning & resourcing, joint implementation with Members, coordination mechanisms

Stronger MEL Framework

***Challenge*:** MEL prepared after SP, disconnect with implementation

***Response*:** MEL and Theory of Change embedded in strategic planning process

Proactive Risk Management

***Challenge*:** Limited risk integration and influence

***Response*:** Risk management embedded from the start, linked to planning & MEL

Members' feedback – 5th EBM

Alignment important

Global to regional to national level

MEL & Risk

Strengthening MEL & Risk Frameworks, based on lessons learned

Mid-term review

Important mechanism for evaluation, learning & adjustment

Supporting frameworks

Assess fitness-for-purpose & if adjustments required

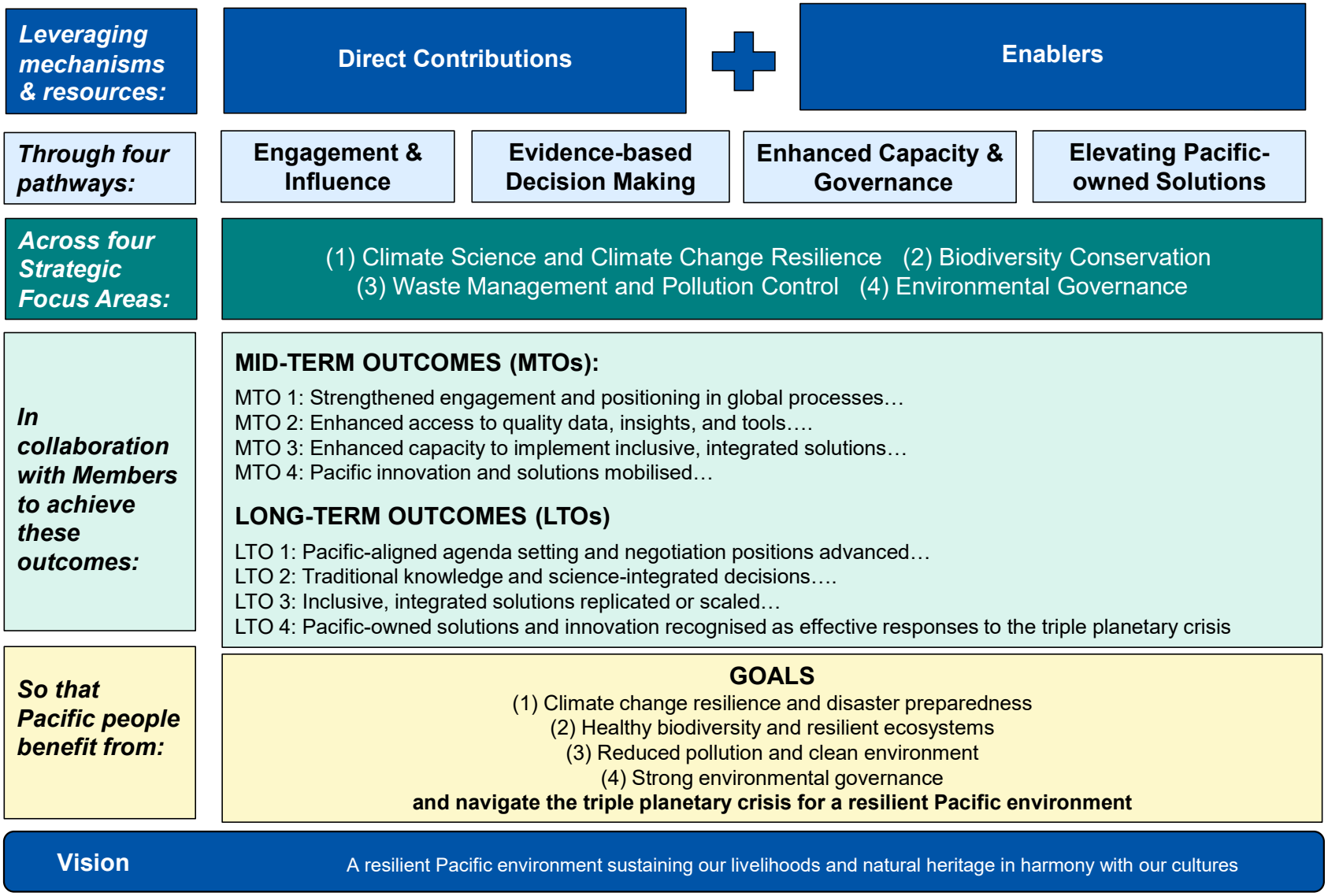
Prioritised delivery

Importance of activity prioritisation through the implementation plan

Member contexts

Projects need to reflect Member contexts to be realistic & achievable

Theory of change



Frame and converge delivery scope & approaches

>>>

Focused & Integrated Results Framework

Comparative Advantages

- Convenor & Coordinator
- Data Manager & Knowledge Provider
- Promoter of GESI & Human Rights
- Technical Adviser & Capacity Builder
- Integrator of Science & TK
- Trusted Partner & Resource Mobiliser

Four Strategic Pathways:

- **Engagement & Influence**
- **Evidence-based Decision Making**
- **Enhancing Capacity & Governance**
- **Elevating Pacific-owned Solutions**

Direct Contributions + Enablers ⟺ **Short-term Outcomes (STOs)** remains relatively open at ToC level to allow for flexibility and innovation in Project/Program Designs but underpinned by the Strategic Pathways for alignment.

MID-TERM OUTCOMES (MTOs):

MTO 1: Strengthened engagement and positioning in global processes…
MTO 2: Enhanced access to quality data, insights, and tools….
MTO 3: Enhanced capacity to implement inclusive, integrated solutions…
MTO 4: Pacific innovation and solutions mobilised…

LONG-TERM OUTCOMES (LTOs)

LTO 1: Pacific-aligned agenda setting and negotiation positions advanced…
LTO 2: Traditional knowledge and science-integrated decisions….
LTO 3: Inclusive, integrated solutions replicated or scaled…
LTO 4: Pacific-owned solutions and innovation recognised as effective responses to the triple planetary crisis

Our Contributions to Goals
State of Environment & Conservation Report (SoEC) as Impact Benchmark
(linkages to 2050 Strategy, SDG, and other related frameworks)

Outcome as Spectrum
MTO: key expectations
LTO: key aspirations

>>>

Outcome Mapping:
Longitudinal measurements along the Pathways + better story telling.

Evaluation to test/fine-tune causal linkages and ToC (especially LTOs to Goal)

Casual assumptions & Learning Agenda

Learning & Adapting Loop: Learning + Risk Management

Lessons Learned & Proposed Changes to MEL Architecture/Resourcing

Lesson 1: Results Framework alone did not support full MEL processes or functions

Lack of ToC and MEL Plan weakened full operationalisation of MEL (especially E and L)

ToC & MEL Plan

+ Resourcing & Capability

Lesson 2: Too many indicators, but not cross-walked with regional/international frameworks

Unbalanced reporting & challenges in aggregation and reporting systematically

Strategic Pathways to converge focus of outcomes & Centralised Indicator Registry with relevant frameworks (cross-walked for better aggregation)

Lesson 3: Limited longitudinal tracking of outcomes

Difficult to show progress towards outcomes or uneven evidencing/learning

"**Missing middle**"

Outcome Mapping testing progress from STOs, MTOs, to LTOs

Stories on "**How changes happen**" and "**How has SPREP contributed to them?**"

Lesson 4: Evaluation not guided by ToC

Missed opportunity to test ToC and assess impact/outcome pathways (process review rather than full eval of ToC)

Evaluation Readiness: when and what type of evaluation is needed (i.e. evaluability assessment)

Lesson 5: Learning and adapting not intentionally planned/streamlined

Feedback/learning loop not fully systematised

Evidence-based adaptations through existing mechanisms (Risk Committee)

Integrating Risk into Strategic Delivery



STRATEGIC PLAN
Member priorities and intended outcomes

MEL + LEARNING
Progress, performance and learning

ENTERPRISE RISK MANAGEMENT
Priority and emerging organisational risks

INTEGRATED PLANNING + GOVERNANCE
Consider performance and risk information together

INFORMED MANAGEMENT DECISIONS
Prioritise action, resources and risk responses

MONITOR, REVIEW + ADAPT
Respond to progress and changing risks

SPREP
Secretariat of the Pacific Regional Environment Programme

Risk + MEL: Better Decisions, Better Outcomes



MEMBER-AGREED STRATEGIC OUTCOME
Members adopt nature-based solutions

MEL: WHAT IS HAPPENING?
Implementation is progressing more slowly

ENTERPRISE RISK REGISTER
Funding, delivery delays or emerging risks

CONSIDER MEL + RISK TOGETHER
What is happening + what may affect delivery

SPREP MAKES INFORMED DECISIONS
Prioritise support, mobilise resources or adjust delivery

BETTER OUTCOMES FOR MEMBERS
Better support and delivery of agreed priorities

Monitor, review and adapt throughout implementation

SPREP
Secretariat of the Pacific Regional Environment Programme

Implementation



PRIORITIES
Global, regional & national

STRATEGIC PLAN & RESULTS FRAMEWORK
Sets desired outcomes & targets

PROGRAMMATIC APPROACHES
Activities, Members & partners defined over programme timeframe

PROJECTS
Activities, Members & partners defined over project timeframe

CTSPFs & MEMBER REQUESTS
e.g. planning, policy, technical support

BIENNIAL PIP
Programmes & Depts define activities & Members over 2-year timeframe

ANNUAL WORK PLANS
Programmes & Depts define activities & Members over 1-year timeframe

Next steps

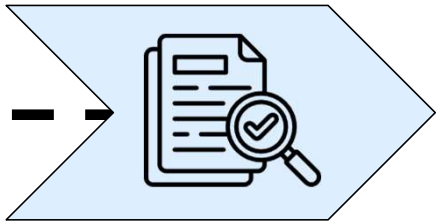
Q3 2026 – Q2 2027
ENGAGEMENT



Engagement with Members (Troika, WG), SLT, staff, partners:

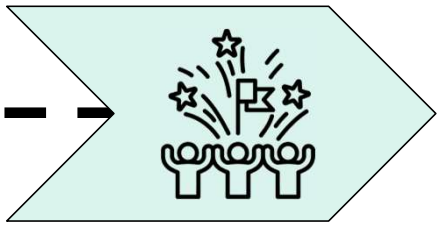
- Refine draft Strategic Plan
- Develop MEL & Risk frameworks
- Assess workforce requirements
- Cost Strategic Plan implementation
- Prepare first work plan & budget

Q3 2027
APPROVAL



Strategic Plan 'package' presented to 33SM for approval

Q4 2027
LAUNCH



Strategic Plan launch, with implementation to commence Q1 2028

SPREP
Secretariat of the Pacific Regional Environment Programme