

## **Agenda Item 6.5: Draft SPREP Strategic Plan 2027-2036**

### **Purpose:**

1. To provide an update on the SPREP strategic planning process and present the zero draft Strategic Plan 2027–2036 for Members’ consideration.
2. To consider next steps for Strategic Plan 2027–2036 finalisation.

### **Background:**

3. The SPREP Strategic Plan 2027–2036 is being prepared internally under the guidance of the SPREP Senior Leadership Team; with facilitation and coordination by the Strategic Planning, Partnerships and Resource Mobilisation Department (SPPRD); through consultation with Members, partners and Secretariat staff; with review and strategic guidance by the SPREP Member Working Group and oversight by the SPREP Troika.<sup>1</sup>
4. Strategic Plan 2027–2036 will be a high-level strategic document underpinned by related strategies and frameworks e.g. Pacific Islands Framework for Nature Conservation, Cleaner Pacific Strategy, Pacific Islands Meteorological Strategy, with closer alignment to the 2050 Strategy for the Blue Pacific Continent and global multilateral environmental agreements.
5. A two-phase strategic planning process is being followed, endorsed at the Fourth SPREP Executive Board Meeting:
  - a. PHASE 1, Strategic Plan stocktake and scanning, 2024 to 2025; and
  - b. PHASE 2, Strategic Plan formulation, 2026 to 2027.
6. Phase 1 of the strategic planning process focused on:
  - a. **Review of literature** – including past Independent Corporate and Strategic Plan Mid-Term Reviews; high-level review of achievements under Strategic Plan 2017-2026;<sup>2</sup> national, regional and global strategies and frameworks, including the 2050 Strategy and Strategic Plans of other CROP agencies; and scientific and geopolitical articles.
  - b. **Visioning and horizon scanning** – futures and foresight activities with staff and Member representatives.
  - c. **Members and partners consultation** – through the 32<sup>nd</sup> SPREP Meeting and 2<sup>nd</sup> SPREP Partners Dialogue, Pacific Climate Change Roundtable, Second Loss and Damage Dialogue, Youth Loss and Damage Dialogue, Pacific Meteorological Council meeting PMC-7, Pacific

<sup>1</sup>Members endorsed the engagement of the Troika for providing Strategic Plan guidance and support at the Fourth SPREP Executive Board Meeting in September 2024. A strategic planning update was presented to the Troika on 6 May 2026. The Troika agreed to the engagement of the existing Members Working Group that has been overseeing the SPREP Remuneration Review, as an additional mechanism to provide strategic planning input. Working Group participation has been extended to all Members.

<sup>2</sup> The high-level review of achievements was included in Circular 26/29 sent to Members on 10 April 2026. The review was based on the PIP process, SPREP annual reports to date, media stories, outcomes from meetings and roundtables, and SPREP reporting through the 2050 process. An assessment of delivery gaps at the conclusion of the current Strategic Plan will inform implementation approaches for the next Strategic Plan.

Islands Roundtable for Nature Conservation, 4<sup>th</sup> Clean Pacific Roundtable, CIRCLE EXPO 2025, Pacific Subregional Workshop on the Climate and Nature Nexus 2025, ACP MEAs project closing meeting, COP-related meetings, and joint preparation of Country and Territory Strategic Partnership Frameworks (CTSPFs).<sup>3</sup>

7. To date, Phase 2 activities have included:
  - a. **Secretariat strategic planning workshops** – with a staff participation rate of more than 80%, to collect inputs for the Strategic Plan’s vision, mission, values, goals and outcome statements.
  - b. **Further engagement with Members and partners** – through the February 2026 GEF workshop, Fiji Partners Dialogue, Troika, annual Trilateral meeting with Australia and New Zealand, and Members Working Group.
8. Troika agreed to the formation of the Members Working Group to strengthen Member inputs to Strategic Plan preparation. Members were invited to participate in the Working Group via Circular 26/42, sent on 15 May 2026. The current Working Group membership is comprised of representatives from Australia, Cook Islands, New Caledonia, New Zealand and Samoa, and it remains open to additional nominations.
9. The first Members Working Group meeting was held on 11<sup>th</sup> June 2026, and included review of the core elements for the zero draft Strategic Plan 2027-2036, and discussion to guide a strengthened approach to monitoring evaluation, reporting and learning (MERL).

#### **Zero draft Strategic Plan 2027-2036:**

10. Zero draft Strategic Plan 2027-2036 is attached for Members’ consideration (WP6.5/Ann1. The zero draft highlights:
  - a. **Vision, mission, values** – the SPREP vision remains the same, SPREP mandate is included as the mission to keep it core to our work, a fifth value ‘respect’ added. The Strategic Plan is intended to facilitate programmatic approaches and integrated technical delivery to effectively address the triple planetary crisis.
  - b. **SPREP’s four strategic priorities** – (1) Climate Science and Climate Change Resilience; (2) Biodiversity Conservation; (3) Waste Management and Pollution Control; and (4) Environmental Governance, including draft goals and outcomes for each of these priority areas.
  - c. **Service delivery to achieve impact for Members** – through outcomes to be achieved under the areas of People and Culture; Governance; Digital Transformation; Knowledge and Communications; Sustainable Financing; and Partnerships.

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<sup>3</sup> CTSPFs have been completed and signed with American Samoa, Nauru, Palau and Vanuatu, and have been drafted for the Federated States of Micronesia, French Polynesia, Niue, Marshall Islands and Tuvalu.

- d. **SPREP's regional leadership and unique strengths** – including SPREP being the mandated regional lead on environment and climate change; triple planetary crisis lead through the UN Environment Assembly; Secretariat for the Noumea and Waigani Conventions and Pacific Meteorological Council; CROP partner and enabler of 2050 Strategy implementation; holder of regional convening power through SPREP roundtables and One CROP COP coordination; a GCF and AF accredited entity; and technical lead supporting the full MEAs life cycle from negotiation to implementation.
- e. **Cross-cutting themes** – monitoring, evaluation, reporting and learning (MERL) to communicate outcomes and impacts, and support continuous improvement; and GESI, disability and human rights-based approaches meaningfully implemented across SPREP's work.

#### Next steps

- 11. Formulation of Strategic Plan 2027-2036 will continue to be progressed through guidance from the Senior Leadership Team and the Members Working Group under the oversight of Troika.
- 12. Development of an Implementation Plan consisting of a MERL Framework, estimated costings for Strategic Plan implementation, and an organisational capabilities assessment.
- 13. A final draft of Strategic Plan 2027-2036 will be presented to the 33<sup>rd</sup> SPREP Meeting in 2027 for consideration.

#### Recommendation:

- 14. The Executive Board Meeting is invited to:
  - 1) **Consider** the zero draft Strategic Plan 2027–2036; and
  - 2) **Endorse** next steps for the finalisation of SPREP Strategic Plan 2027-2036.

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