A United, Distinctive and Sustainable Pacific Society

DRAFT STRATEGIC PLAN

2017 - 2020
## CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>4</td>
</tr>
<tr>
<td>The Strategic Plan Process</td>
<td>5</td>
</tr>
<tr>
<td>Organisational Structure</td>
<td>6</td>
</tr>
<tr>
<td>Organisational Tenets</td>
<td>7</td>
</tr>
<tr>
<td>Values (PIDF membership principles)</td>
<td>8</td>
</tr>
<tr>
<td>Purpose</td>
<td>8</td>
</tr>
<tr>
<td>Functions</td>
<td>8</td>
</tr>
<tr>
<td>2017-2020 Strategic Direction</td>
<td>9</td>
</tr>
<tr>
<td>The One Pasifika Programme</td>
<td>14</td>
</tr>
<tr>
<td>Cluster M - Mainstreaming Blue-Green Economy</td>
<td>15</td>
</tr>
<tr>
<td>Cluster D - Decarbonising the Pacific by 2030</td>
<td>16</td>
</tr>
<tr>
<td>Cluster R - developing Adaptive Solutions for Island Resilience</td>
<td>16</td>
</tr>
<tr>
<td>Cluster I - Institutional arrangements</td>
<td>17</td>
</tr>
</tbody>
</table>
INTRODUCTION

The Pacific Islands Development Forum (PIDF) was created in 2013 out of a desire to bring transformative changes in member countries by focusing on the sustainable and inclusive development in the region. There was also a felt need for a space that was exclusively for Pacific island countries and at the same time was not solely a space for Governments but was also inclusive of the private sector and civil society as important and equal partners in sustainable development.

Pacific Leaders had decreed that the Pacific needs development processes that are:

- Responsive
- Participatory
- Inclusive
- Accountable
- Outcome driven, and that
- Prioritize the re-balancing of the three pillars of development (environment, people and the economy)

The PIDF is the only platform in the Pacific that meets this. With its establishment it became the Pacific’s first and truly representative and participatory platform on the Blue-Green Economy. It was tasked to empower the people of the Pacific as primary stakeholders in their development through green-blue economy models to initiate the process and make joint decisions about its outcome and to handle challenges and influence the direction of their own lives. PIDF was to give value to voices never heard at the highest levels of decision making in the Pacific.

The Charter of the Pacific Islands Development Forum was adopted in September 2015 and since then Fiji, Kiribati, Marshall Islands, Federated States of Micronesia, Nauru, Solomon Islands, Tokelau, Tonga, Tuvalu, and Vanuatu have ratified the instrument of accession as have two regional non-state actors, the Pacific Islands Association of NGOs (PIANGO) and the Pacific Islands Private Sector Organisation (PIPSO). Other countries eligible to be members of PIDF are American Samoa, Cook Islands, Commonwealth of the Northern Mariana Islands, French Polynesia, Guam, New Caledonia, Niue, Palau, Papua New Guinea, Pitcairn Islands, Samoa, Timor-Leste and Wallis and Futuna Islands.

This strategic plan has been developed at a time when the world is facing many global challenges with many of these impacting the whole Pacific region, in particular issues related to climate change. The coordination that PIDF leaders have shown in their adoption of the Suva Declaration last year that guided their actions calling for a 1.5°C temperature rise limit above pre-industrial levels has demonstrated that a united position among Pacific island countries can indeed make a difference on the global stage. It is that spirit that has guided the development of this strategic plan.
The Charter of the Pacific Islands Development Forum lays out the vision, mission, purposes and functions of the organisation. The values of the organisation are reflected in the membership principles, also embedded in the Charter. The process generally followed the accepted model of strategic planning and programme development.

The Strategic Planning process requires wide consultations. Up to this point the Secretariat has consulted both internally and externally to identify the strengths, weaknesses, opportunities and threats of the organisation. This exercise gave an indication of the direction it would need to take to nourish PIDF’s strengths, harness the opportunities, overcome its weaknesses and mitigate for any threats.

In the coming months this SWOT exercise would need to be extended to consider PIDF’s role in the regional architecture to ensure it does not duplicate the work of other regional entities.

The process also had the guidance of a rich collection of PIDF documents such as the Charter, the Outcome documents of the Leaders’ Summits of 2013, 2014 and 2015, and the Suva Declaration on Climate Change.

It also took consideration of other national and regional documents that speak clearly of the intractable issues in the region and within individual member countries. In addition this strategic planning exercise came at a time when the global Sustainable Development Goals were established and all 17 of these have been found to be highly pertinent to the mission of PIDF.

This initial Strategic Plan would be designed to guide the Secretariat’s work until the end of 2019 and during the life of this Strategic Plan, the Secretariat embarks on the preparation of a 10 year Strategic Plan to guide its work from 2020 to 2030 following a review of the implementation of this strategic plan.

The One Pasifika Programme also went through an internal consultative process at a two-day planning retreat where the staff fully contributed their ideas on the work that PIDF needs to be engaged in for the next 3-4 year period to deliver on its mission.

National and regional consultations on this draft strategic plan will give clearer directions on the proposed objectives of this programme as well as the activities that need to be undertaken at national and regional level to ensure PIDF’s work leaves the desired impact.

The overall Governance structure is determined by the Charter and is composed of four levels of governance with the National Sustainable Development Boards at the National Level and the regional Conference at its apex (see next page).

The Secretariat offers support to this governance structure and is staffed by professional and support staff to be in a position to offer quality support and implement PIDF’s mission and programme.
The Secretariat’s core staff is composed of 26 members (See Organisational Chart), including two to be seconded by PIANGO and PIPSO respectively. This is a very lean organisation to implement the ambitious mission of PIDF and bring about a paradigm shift in the development of the Pacific.

However the emphasis of this mission is to supplement the Secretariat’s efforts with the strengths brought about by the many partnerships it can build among like-minded entities.

In addition, the capabilities of its staff will be supplemented by consultants where extra specialisations are required. Activities and projects will also come with their own additional staff where the Secretariat is to take the lead role in these activities and where it can’t do so within its available core human resources.
The Charter provides overall guidance to PIDF and its secretariat providing a vision and a mission for the organisation as well as its purpose and functions reproduced below. The values are also derived from the Charter, specifically the membership principles.

**PIDF VISION STATEMENT**
A United, Distinctive and Sustainable Pacific Society

**PIDF MISSION STATEMENT**
Enabling Green–Blue Pacific Economies through Inclusive Strategies, Multi-stakeholder Governance, and Genuine Partnerships.
VALUES (PIDF membership principles)

- A common commitment to Pacific ways of life recognizing history, culture, identity and the impacts of climate change. The Pacific should be governed by and for Pacific Islanders
- A shared and enduring commitment to Green-Blue Pacific economies, sustainable development and especially poverty eradication;
- Inclusivity, belonging and ownership by the Pacific
- Broad representation, participation and engagement;
- Multi-stakeholder governance at all levels such as public sector, civil society and private sector;
- Affirming Pacific spirituality as a foundation of nurturing and building resilience in Pacific communities
- Durable partnerships with development partners driven by Pacific interests

PURPOSE

The PIDF shall drive, through national, regional and international frameworks, transformative changes by focusing on the sustainable and inclusive development of Pacific Islands by:

- advocating the very real and pressing significance of climate change for the lives and livelihoods of Pacific Islands and Pacific Islanders;
- implementing policies for sustainable development and especially poverty eradication that respond to the challenges posed by climate change and globalisation;
- accelerating the integration of the three pillars of sustainable development namely environment, social, and economic, to harmonise the pursuit of economic growth with the needs of societies and the sustainability of the environment; and
- facilitating the use of tools, approaches and innovations, such as Green-Blue Pacific economies, leadership and genuine partnerships to stimulate robust debate while fostering an inclusive change agenda.

FUNCTIONS

The PIDF shall:

1. Serve as a dynamic regional partnership platform that recognizes, celebrates, promotes and preserves the diversity of Pacific cultures, their history and the challenges they face from climate change, globalisation and development;
2. Provide an inclusive regional multi-stakeholder forum to enable collaboration between leaders and representatives of Pacific governments, civil society and private sector to take ownership of their decisions and actions to address their special development needs;
3. Provide an inclusive regional multi-stakeholder forum for leaders of the public sector, civil societies and private sectors;
4. Serve as the Pacific regional counterpart for the south-south groupings and other regional and international arrangements that focus on sustainable development and especially poverty eradication in Pacific Islands to ensure policy coherence at all levels;
5. Advocate for a robust, effective, inclusive and transparent follow up and review process to connect activity at national, regional and international levels;
6. Secure the support of development partners through formal agreements for technical assistance and financial resources to achieve sustainable development and poverty eradication outcomes.
7. Promote innovation through the adoption of robust policy designs, good governance practices, and scalable and adaptable technology choices to deliver transformational changes.
8. Support the development of national infrastructure of development to connect with regional and international institutions.
9. Develop an information hub for the dissemination of information on Green-Blue growth, sustainable development and especially poverty eradication.
The focus of the organisation is clearly provided by the Charter, the Outcome Documents of the PIDF Leaders’ Summits 2013-2015 and the Suva Declaration on Climate Change. Of particular relevance to PIDF’s programme are the 10 priorities identified by Leaders in the inaugural Summit of 2013. The Programme also derives its guidance from the principles of Green Economy published by the Green Economy Coalition in 2012 and the 17 sustainable development goals endorsed in 2015 (see the figure below).
The 10 priorities are as relevant today as they were in 2013 and the Secretariat feels that they still provide a good guide for the PIDF programme. The 10 priorities are:

**Priority Area 1: Leadership.**

We acknowledge inclusive and stewardship leadership is a critical requirement for transforming our brown economies into green-blue economies with thriving societies. While political leadership will take the lead, it is essential that leadership in the private sector and civil society (including women, youth and people with disabilities) including religious and traditional, are included and play their roles in the decision making process.

**Priority Area 2: Role of healthy people.**

Healthy and happy Pacific people are the first requirement for sustainable development. A “Whole of Society” approach must be implemented to ensure significant action on the prevention and control of NCDs, promotion of maternal, child and adolescent health and the creation of public-private sector partnership that includes provision of tertiary care services, the use of mobile and internet telecommunication for cheap and readily available online health care, and the use of social media for behaviour change programs and ICT for improved care especially in young people.

**Priority Area 3: Value of the Pacific Common & Collective.**

We prioritize the valuation of critical ecological, social, spiritual/cultural assets that are not being recognized under the “brown economy”; and for the development of appropriate development indicators that reflect and measure progress in these areas of inclusive and sustainable development.

**Priority Area 4: Long term financing / trust funds – support to communities.**

We must implement long term financing mechanisms, including trust funds, that are sourced from public sector budgets, climate change funds, development partners, private sector and other innovative means that support communities on the management of their natural resources and finance critical sustainable development initiatives.

**Priority Area 5: Rigor in implementation of key national and regional commitments.**

We must reform our regulatory, accountability (including monitoring and evaluation) and incentives systems to ensure that green economy initiatives and commitments are effective and sustained at national and regional levels.
The 10 priorities are as relevant today as they were in 2013 and the Secretariat feels that they still provide a good guide for the PIDF programme. The 10 priorities are:

- **Priority Area 6: Reform of financial system.**

  We require reforms in our national, regional and global fiscal and financial systems as well as our resource allocation and expenditure (budgetary) processes to direct and redirect resources into ensuring ecological sustainability, social inclusion, and spiritual/cultural wellness.

- **Priority Area 7: Education and capacity building.**

  We must integrate sustainability at all levels, starting with up-skilling teachers and a roll out to primary, secondary and tertiary institutions and curricula. Critical skills areas must be identified and targeted in education strategies to ensure our people’s awareness on sustainability is increased and that they are equipped with the knowledge and the passion to implement a people-centred green/blue economy.

- **Priority Area 8: Sustainable transport.**

  We prioritize alternatives to existing petroleum driven land and sea transportation that significantly reduce fuel imports. Sustainable shipping approaches are to be promoted and adopted as an alternative to provide effective services for remote island communities.

- **Priority Area 9: Food security.**

  We ensure food and nutrition security by prioritizing inclusive and sustainable agricultural and fisheries development to meet the needs of our people first, and, by ensuring that trade and significant new investment in resources for management play a supportive role in regards to this objective.

- **Priority Area 10: Re-Energizing the Pacific.**

  Facilitate the economic transformation of our economies with renewable energy alternatives and significant improvements in energy efficiency through the effective implementation of national energy road maps and other initiatives such as Sustainable Energy 4 All (SE4All).
The nine Principles of Green Economy are:

1. **Development Principle**: delivers sustainable development
2. **Justice Principle**: delivers equity
3. **Dignity Principle**: creates genuine prosperity and wellbeing for all
4. **Earth Integrity, Planetary Boundaries & Precautionary Principles**: improves the natural world
5. **Inclusion Principle**: inclusive and participatory in decision making
6. **Governance Principle**: is accountable
7. **Resilience Principle**: builds economic, social and environmental resilience
8. **Efficiency Principle**: delivers sustainable production and judicious use of resources
9. **Intergenerational Principle**: invests for the future

The Pacific needs a blue-green economy where these principles of green economy are applied to an Oceanic continent.

The 17 **SDGs** will guide development work in the world, and the Pacific, until 2030. It is therefore imperative that any work done through the PIDF programme also contributes to the attainment of these in the Pacific while not detracting from the important direction that the 10 priorities offer the organisation. However this is not a concern since the 10 priorities and the SDGs have obvious links. Thus the work on PIDF’s 10 priorities would also contribute to its member countries’ efforts in achieving these goals.

Of particular importance to PIDF’s mission and work for this strategic plan’s period are in regards to Climate Change, the Ocean and the Blue-Green Economy (SDGs 13 and 14), doing this with our partners (SDG 17).

PIDF was tasked to support the transformation necessary to re-balance the three pillars of development.
This re-balancing would achieve the following results:

**Smart growth:** Economy based on knowledge and innovation

**Sustainable growth:** Resource efficient, greener and competitive economy

**Inclusive growth:** High employment economy with social and terrestrial cohesion and equitable distribution of wealth.

There are a number of relationships that would support PIDF in reaching its goals. PIDF’s work is supported by the implementation of the SDGs as the international input to Sustainable Development, the work of the PIDF partners at the regional level and the work of the National Sustainable Development Boards (NSDB) at the national level.

The NSDBs are themselves supported by the work of the Public and Private Sectors and Civil Society Organisations.

The One Pasifika Programme would itself be implemented through the work undertaken in each of the four clusters, i.e. Mainstreaming Blue-Green Economy, Decarbonisation, Resilience and Institutional Arrangements (see figure below).
The goal of the One Pasifika Programme is: To create and support an enabling environment in PIDF Member Countries for sustainable development that empowers people and safeguards their environment and social fibre and pursues a Blue-Green Economy model with full and active participation of their government institutions, civil society and the private sector.

The Programme has a number of objectives which for convenience have been clustered into four:

- Cluster M aims at Mainstreaming Blue-Green Economy
- Cluster D aims at Decarbonising the Pacific by 2030
- Cluster R aims at developing Adaptive Solutions for Island Resilience
- Cluster I deals with Institutional arrangements

In turn these objectives will be reached through the implementation of a number of activities or projects. The term ‘project’ is used in PIDF to denote a packaged action. This may well be in the form of traditional donor funded projects but may also be actions that are implemented in collaboration with and funding of various partner organisations. The programme uses four implementation modalities although these may not be exclusive of others where situations dictate. These are:

- Advocacy
- Supporting an enabling policy
- Supporting national, regional and international commitments, and
- Capacity building (See figure below).
Leadership, partnership and innovation are tools that projects will use above all others in the implementation of activities.

Wherever possible the Programme will utilise the capabilities found in established partner organisations within government, civil society and the private sector to deliver the activities needed to reach the objectives.

The national and regional consultations on this strategic plan will give an opportunity to the secretariat to initiate the design of the activities required to implement the One Pasifika programme and also guide the secretariat on the best modalities to use for implementation in each member country.

Each action or project would have only one (maximum two) clear deliverable/s and these must be achievable within the timeframe and budget specified.

PIDF will use selective indicators used to measure the in-country progress towards achieving the SDGs as impact indicators for its One Pasifika Programme. Of course the success or failure related to these would not be the sole responsibility of PIDF as many government, regional, and civil society organisations as well as the private sector would be contributing. Therefore an objective assessment of PIDF’s share in this impact would need to be carried out.

## PIDF GOAL, OBJECTIVES AND ACTIVITIES

**GOAL:** To create and support an enabling environment in PIDF Member Countries for sustainable development that empowers people and safeguards their environment and social fibre and pursues a Blue-Green Economy model with full and active participation of their government institutions, civil society and the private sector.

### M CLUSTER: MAINSTREAMING BLUE-GREEN ECONOMY

**Objective:** To establish Green Growth Frameworks in all PIDF member countries and assist them in formulating a plan of action for their implementation.

**Objective:** To ensure that through a Green Audits mechanism, policy contributes positively to sustainable development for the benefit of people and environment.

**Objective:** To support PIDF member countries reform and develop education curricula to reflect the principles of Blue-Green Economy and the Sustainable Development Goals for both formal and non-formal education.

**Objective:** To introduce traditional leaders and resource owners to concepts of Blue-Green Economy and Sustainable Development and the benefits of multi stakeholder processes to address the needs of their communities.

**Objective:** To establish a Green Business Centre to assist the Private Sector to design and implement strategies to make their businesses environmentally cleaner.

**Objective:** To advocate for and implement ecosystem services mechanisms to ensure the value of these services are truly reflected in national policy and decision making.
**D CLUSTER: DECARBONISATION BY 2030**

Objective: To Develop a roadmap for climate action that would assist countries with drafting and implementation of decarbonisation plans for this to be achieved by the year 2030, and to assist PICTs in the implementation of their NDCs.

Objective: To advocate and keep pressure at the global level to work towards the target of 1.5 °C temperature increase limit compared to pre-industrial levels.

Objective: To facilitate the uptake of renewable energy and contribute to reduction of carbon emissions by removing regulatory obstacles in the electricity generation sector of participating PIDF member countries.

Objective: To promote sustainable sea transport through advocacy and innovative approaches that would serve the development needs of outlying island communities in an economic and ecological manner.

Objective: To promote clean land transport alternatives in our effort to move to a decarbonised Pacific.

Objective: To establish a sustainable financing mechanism through the use of green taxation and utilising REDD+ experiences in the Pacific and other regions to enable the restoration of forests in PIDF member countries.

**R CLUSTER: ADAPTIVE SOLUTIONS FOR ISLAND RESILIENCE**

R1 Objective: To work with island communities and the private sector to improve their resilience to natural disasters and climate change events through the use of traditional knowledge, as well as innovative methods and technologies.

R2 Objective: To mobilise leadership, resources and technical knowledge needed to sustainably manage and restore our Ocean resources to safeguard biodiversity and sustainable livelihoods of Pacific people now and in the future.

R3 Objective: To encourage policy incentives for healthy lifestyles to address the primary causes of diseases, particularly NCDs and climate change induced vector-borne diseases.

R4 Objective: Bridge the gap between development and humanitarian action providing innovative approaches to natural and climate induced disaster response.

R5 Objective: To support efforts of women empowerment through interventions with men to provide them with skills to deal with empowered women.

R6 Objective: To promote and support sustainable land management particularly to protect soil and water resources.

R7 Objective: To assist PIDF member countries in establishing national policy that safeguards the rights of displaced persons, particularly as a result of climate change.

R8 Objective: To promote sustainable tourism that delivers economic development to communities, livelihoods to local producers and environment conservation.

R9 Objective: To work with village communities to introduce the 3Rs concept and render them more environmentally friendly.

R10 Objective: To work with municipal authorities of participating towns and cities to render them environmentally friendly with benefits to their residents through improved health and well-being.

R11 Objective: To work with island communities to transform their islands into Green islands in accordance to principles of Blue-Green Economy and Sustainable Development.

R12 Objective: Enhance participatory democracy by linking citizens with public policies, enhancing their comprehension of citizenry and engaging them in political and social debate.
### Cluster: Institutional Arrangements

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<thead>
<tr>
<th>Number</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Objective: To coordinate the establishment and operations of PIDF’s Governance structure</td>
</tr>
<tr>
<td>2</td>
<td>Objective: To establish and operate a Regional Development Trust Fund</td>
</tr>
<tr>
<td>3</td>
<td>Objective: To increase PIDF membership and improve support services for all members</td>
</tr>
<tr>
<td>4</td>
<td>Objective: To establish and promote a Pacific Partnership Network</td>
</tr>
<tr>
<td>5</td>
<td>Objective: To strengthen partnership relationships with national, regional and international entities</td>
</tr>
<tr>
<td>6</td>
<td>Objective: To benchmark PIDF’s operations to international standards (ISO)</td>
</tr>
<tr>
<td>7</td>
<td>Objective: To transform the PIDF HQ into a model Green office</td>
</tr>
<tr>
<td>8</td>
<td>Objective: To create better visibility for PIDF, its Programme and activities</td>
</tr>
<tr>
<td>9</td>
<td>Objective: To develop a 10 year strategic plan for the period 2020 – 2030.</td>
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</tbody>
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