



PACIFIC ISLANDS FORUM SECRETARIAT

Excelling Together for the People of the Pacific

**STRATEGIC PARTNERSHIPS AND
COORDINATION**

PROGRAMME STRATEGIC PLAN

2009 - 2011

(Revised 2010)



The Leaders' Vision

Leaders believe the Pacific region can, should and will be a region of peace, harmony, security and economic prosperity, so that all of its people can lead free and worthwhile lives.

We treasure the diversity of the Pacific and seek a future in which its cultures, traditions and religious beliefs are valued, honoured and developed.

We seek a Pacific region that is respected for the quality of its governance, the sustainable management of its resources, the full observance of democratic values and for its defence and promotion of human rights.

We seek partnerships with our neighbours and beyond to develop our knowledge, to improve our communications and to ensure a sustainable economic existence for all.

The Pacific Plan



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1. Introduction

The Strategic Partnerships and Coordination Programme is premised on the critical strategic and coordination role of the Forum Secretariat as the premier political regional organisation in securing and fostering partnerships and mobilising resources in support of the regional development challenges identified by Leaders and other regional ministerial processes.

The Forum Secretariat has, and continues to build, its capacity to undertake assessment and critical analysis of current and emerging issues of interest to Forum members. This work informs advice provided to members on how best to pursue their own and the region's interests.

Critical to facilitating this is the ability of the Forum Secretariat to assist members identify, develop and strengthen partnerships that will support the implementation of Forum Leaders' decisions and the region's position on key issues.

The Forum Secretariat, as permanent Chair of the Council of Regional Organisations of the Pacific (CROP), plays a significant coordination role in ensuring avoidance of duplication of work programmes and minimising wastage of limited regional resources.

2. Pacific Context and Challenges

The Pacific Plan and the 2005 Agreement Establishing the Pacific Islands Forum charged the Forum Secretariat to support the better use and coordination of resources to further strengthen regional cooperation and integration.

Effective partnerships form a crucial cornerstone of this strategy and support stronger national development and regional cooperation. This is particularly evident in the Pacific where human and financial capacity is limited and development assistance plays a key role in foreign policy engagement.

The Pacific remains a region of vast opportunity. The Pacific way of doing business by consensus is often coveted, particularly in the international arena. As one of the world's largest geographic regions, there are many opportunities for collaboration and integration. Challenges, however, remain most notably resulting from isolation, poor infrastructure and limited human capacity to meet the many challenges of the region and its people.

Robust strategies for addressing these issues remain important as do strong relationships with current and emerging partners. The better positioning of Forum members to further their interests and those of the region remains a key long-term target of the Forum Secretariat.



To effect this, the Forum Secretariat has and continues to develop capacity to support members in their engagement with intra and inter regional actors. These include donors, governments and civil society organisations.

3. The Programme's Response

The Strategic Partnerships and Coordination Programme provides advice and coordination to support member countries better engage with current and emerging partners. In doing so, it works to facilitate dialogue; represent and advocate the Forum position on various issues at both regional and international levels; and provide strategic advice to Forum members to better understand, access and utilise available and future resources to support the building of national and regional capacity to meet the challenges the Pacific faces. In addition, the Programme works collaboratively with key partner agencies, development partners and donors on the implementation of Leaders' decisions. The Programme does this through strengthening partnerships, enhancing coordination and assistance in support of the effective implementation, monitoring and evaluation of Forum Leaders' decisions.

For 2009-2010 the Programme has accorded a major priority to the timely implementation of the Cairns Compact on Strengthening Development Coordination adopted by Leaders in 2009. This priority is expected to be maintained until 2014.

The Programme will maintain its focus on coordinating and facilitating dialogue, where possible, between members and donors, civil society organisation and governments external to the region. It seeks to ensure the effective delivery and utilisation of development assistance to the region in line with that expected by Leaders under the Cairns Compact to improve development effectiveness within the region.

The Programme will continue to provide quality assessment and analysis of current and emerging issues of interest to members over the short, medium and longer terms. It will also cater for the special requirements of the region's Smaller Island States.

4. Priorities

The Strategic Partnerships and Coordination Programme will continue to proactively assess the ways it is able to support members. While it is unrealistic to assume the Programme's priorities will remain static over time, at present the following areas have been highlighted as broad macro-level priorities:

- Supporting members strengthen partner and stakeholder relations;
- Effectively coordinate the governance, monitoring and evaluation of the *Pacific Plan*;



- Develop and advocate sound social policy, particularly in support of education, gender and disability and coordinate their integration into national and regional policies;
- Maintain a regional capacity to address the special requirements of the smaller island states of the Forum in particular relevant *Pacific Plan* initiatives;
- Strengthen engagement with the public and better develop communication tools to raise awareness of the Secretariat's work and Leaders' decisions; and
- Support the efficient disbursement of regional funds such as the European Development Fund (EDF 10).
- Effectively coordinate and facilitate the implementation of the Cairns Compact and to ensure it is socialised with the development assistance activities of development partners and donors with the region.
- Build the capacity of the Programme to respond to the increasing priority given by members to the need for sustainable development of resource management through the provision of high level policy advice and coordination and advocacy of regional positions on such issues internationally.

5. Goal

Strengthened partnerships, enhanced coordination and assistance in support of the effective implementation, monitoring and evaluation of Forum Leaders' decisions and the Pacific Plan.

6. Objectives

To strengthen engagement with stakeholders at all levels in Forum processes, initiatives and partnerships to enhance regional cooperation and integration.

To implement an effective and sustainable programme of monitoring and evaluation of the Leaders' decisions and the Pacific Plan.

To enhance the coordination and provision of policy advice to members on building strategic partnerships, current and emerging issues in social sectors and development partner engagement.

To advocate and support the Forum position on various issues, and in particular, the special needs of the region's Smaller Island States.



7. Outputs and Key Performance Indicators

COMPONENT 1: PARTNER AND STAKEHOLDER RELATIONS

Output 1.1: Provide relevant high quality policy advice, advocacy and strategic analysis to support member engagement at both regional and international levels.

The main activities, key performance indicators and means of verification¹ over the planning period will include:

	Activities	Key Performance Indicators	Means of Verification
1.1.1	Coordinating dialogue and relations between Forum countries and international stakeholders.	Annual post-Forum dialogue (PFD) convened successfully; Bilateral meetings between PFD partners and PIFS convened as required; and Successful participation of Forum members in summitry meetings with designated development partners.	Members satisfaction and favorable feedback from PFD partners; Number of bilateral meetings convened and timely issue of outcome document; and Documentation for summitry meetings prepared in time and outcomes document issued immediately after meeting and necessary follow up action.
1.1.2	Coordinating and promoting effective development assistance and aid management.	Promotion and implementation of the Pacific Principles on Aid Effectiveness (PPAE); and Successful convening of the annual PIC and Development Partners meeting.	Mainstreaming of the PPAE into national aid programmes; and PIC-Dev Partners meeting convened with agreed outcomes issued soon after meeting and necessary follow up actions.

Output 1.2: Provide effective coordination and reporting on regional donor efforts to address development challenges in the region.

The main activities, key performance indicators and means of verification over the planning period will include:

	Activities	Key Performance Indicators	Means of Verification
1.2.1	Manage and administer	Effective and efficient	Project completion reports

¹ A review of the key performance indicators and means of verification indicated that these need to be strengthened. Part of this work has now been superseded by the exercise to develop the 2012-2014 Programme Strategic Plans.



	special purpose funding schemes (TCF, FSFS, STAS, PIDCF, T-ROCSS).	management of funds against guidelines; Members satisfaction; and Timely responses to members funding application and queries.	& audit reports; Feedback from members; Continuation of funding support; and Donor satisfaction.
1.2.2	Efficient and effective administration of the EDF.	Signing of the 10 th EDF RSP/RIP. Managing and coordinating implementation of outstanding EDF projects; and Development of programmes for funding under 10 th EDF.	10 th EDF signed; Successful completion of outstanding projects; and Rate of commitment and funding disbursement for 10 th EDF
1.2.3	Efficient administration of the PEC Fund.		

Output 1.3 Build partnerships with regional partner organisations, development partners and non-state actors to strengthen engagement and further the implementation of the Leaders' decisions.

The main activities, key performance indicators and means of verification over the planning period will include:

	Activities	Key Performance Indicators	Means of Verification
1.3.1	Coordinating and facilitating key regional meetings (e.g. PACP Leaders; Taiwan/ROC-Forum Countries Dialogue; PIC Partners; and PFD).	Quality meeting papers produced four weeks prior to meetings; and Positive feedback from members and stakeholders.	Agreed meeting outcomes documents.
1.3.2	Coordinate and collaborate with CROP and other stakeholders in the implementation of relevant Leaders' and Ministerial meetings decisions.	Progress reported, accepted and endorsed.	Progress report submitted in subsequent year's meeting papers.
1.3.3	Develop and facilitate appropriate policy and processes to strengthen Forum engagement and relationships with CSOs.	PPAC to approve a mechanism for tri-lateral cooperation between Members-CSO and Donors; and Successfully implement current consultative policy.	PPAC outcomes document; and Increased attendance and participation of CSOs at Forum meetings and processes.
1.3.4	Facilitating greater involvement of NSAs in	PIFS programmes to demonstrate due	Audit of programmes.



	policy and programme development.	consideration and accommodation of NSA issues.	
1.3.5	Develop and facilitate appropriate policy and implementation advice to partner agencies, donors and Forum island countries on regional mechanisms for the effective delivery and coordination of environment and climate change resources.		

COMPONENT 2: PACIFIC PLAN

Output 2.1: Provide effective coordination, monitoring and evaluation of the implementation of the *Pacific Plan*.

The main activities, key performance indicators and means of verification over the planning period will include:

	Activities	Key Performance Indicators	Means of Verification
2.1.1	Management of the <i>Pacific Plan</i> reporting cycle.	Timely provision of 6 monthly report; and Timely provision of annual report.	Endorsement by Forum officials (PPAC); and Endorsement by Forum Leaders

Output 2.2: Provide effective coordination and support for the governance of the *Pacific Plan*.

The main activities, key performance indicators and means of verification over the planning period will include:

	Activities	Key Performance Indicators	Means of Verification
2.2.1	Convening of the <i>Pacific Plan</i> Action Committee (PPAC) meeting twice a year.	Successfully convening PPAC meetings annually.	Outcomes document; and Feedback from national delegates to determine success.
2.2.2	Provision of policy advice to members to better support greater regional coordination and integration.	Expanded implementation of <i>Pacific Plan</i> initiatives.	Independent three yearly reviews.



COMPONENT 3: SOCIAL POLICY

Output 3.1: Provide monitoring, coordination and assistance with respect to social policy and emerging social issues, in particular the regional education agenda.

The main activities, key performance indicators and means of verification over the planning period will include:

	Activities	Key Performance Indicators	Means of Verification
3.1.1	Organisation of Forum Education Ministers Meetings.	Successful convening of meetings.	Outcomes document; and Participant evaluations.
3.1.2	Coordinate the implementation of the revised Forum Basic Education Action Plan and monitoring the PRIDE project.	Develop proposals for implementing FBEAP; Regular formal and informal liaison with PRIDE/USP; and PRIDE successfully achieves its outcomes.	Proposals developed and funding acquired; Meeting records and correspondence.
3.1.3	Collaborate with other stakeholders in social policy areas and identify appropriate regional institutional arrangements to support regional social development issues.	Active collaboration with CROP, UN and other partner organisations; Successful convening of Health and Population and Human Resource Development CROP Working Groups; and Consultations with other CROP agencies on optimum regional institutional arrangements to support social development issues currently overlooked by the Secretariat.	Correspondence and meeting records; Meeting records and decisions implemented; and Constructive discussions and agreement on appropriate regional institutional arrangements to support social development issues.
3.1.4	Integrating social policy into other programmes of the Forum Secretariat.	Assessment of social impacts of trade agreements and labour mobility.	Social impact reports; and Social policy concerns incorporated into labour mobility initiatives.

Output 3.2: Provide monitoring and coordination of policy and assistance with respect to enhancing gender equality outcomes in support of regional and international commitments.

The main activities, key performance indicators and means of verification over the planning period will include:



	Activities	Key Performance Indicators	Means of Verification
3.2.1	Work with SPC Human Development Programme to implement the “Gender Responsive Governance Framework”.	Funding for Framework obtained; Framework is progressively implemented; and Annual Review of Framework.	Funding obtained; Activities implemented and reported on; and Workshop, meeting and trip reports.
3.2.2	Support the advancement of women’s representation in Pacific Parliaments.	Increased numbers and percentage of women in national legislature; Positive feedback obtained from formal surveys; and Increased support from donors to implement initiatives to support this activity.	Increased numbers of women in parliament following national election; Formal survey results; and Funding obtained to implement.
3.2.3	Coordinate gender specific research on emerging issues such as trade and labour mobility, HIV and AIDS and climate change.	Gender specific research published and number of downloads of electronic publications; Positive feedback obtained from formal surveys; and Research projects completed within specific timeframe.	Research reports; Formal survey results; and Timeframes achieved.

Output 3.3: Provide monitoring and coordination and assistance for national and regional disability policy development.

The main activities, key performance indicators and means of verification over the planning period will include:

	Activities	Key Performance Indicators	Means of Verification
3.3.1	Implementation of disability related initiatives and providing assistance to Forum island countries on these issues.	Number of Forum island countries implemented Biwako Millennium Framework (BMF) by 2012; and Number of Forum island countries signed and ratified Convention on the Rights of Persons with Disabilities.	BMF reflected in national policy and legislation; and Ratification documents cited on UN website.
3.3.2	Provide assistance to Forum island countries on disability issues	Number of Forum island countries assisted and favourable feedback from them.	Trip reports and follow up on agreed resolutions.



3.3.3	Maintaining network of national disability focal points and building their capacity and convening regional ministerial meeting on disability.	Register of focal points maintained and training activities undertaken; and Ministerial successfully convened.	Register of focal points; Record of training; and Outcomes document.
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COMPONENT 4: SUPPORT TO SMALLER ISLAND STATES (SIS)

Output 4.1: Coordinate and support the SIS Leaders' Meeting and facilitating implementation of their decisions.

The main activities, key performance indicators and means of verification over the planning period will include:

	Activities	Key Performance Indicators	Means of Verification
4.1.1	Coordinating and facilitating SIS Leaders' & Officials' Meetings annually.	Successful convening of meetings.	Outcomes document.
4.1.2	Facilitate and administer implementation of SIS Leaders' decisions.	Effective implementation of SIS Leaders' decisions.	SIS meeting papers.

Output 4.2: Provide monitoring and coordination of assistance with respect to implementation of targeted initiatives in smaller island states.

The main activities, key performance indicators and means of verification over the planning period will include:

	Activities	Key Performance Indicators	Means of Verification
4.2.1	Management of SIS Desk Officers.	Effective management of SIS Desk Officers.	Monthly SISDO Progress Reports; and Quarterly SISDO Work Programmes.
4.2.2	Manage and administer SIS Development Fund.	Effective management of funds against guidelines; Timely responses to Members' queries (3 working days); and Effective delivery of Members' desired outcomes for assistances.	Responses from Members; and Acquittal reports from Member countries.
4.2.3	Manage and administer Pacific Regional Assistance to Nauru (PRAN).	Management of PRAN against the Memorandum of Understanding.	Acquittal & project progress reports.
4.2.4	Coordinate technical assistance on SIS	TOR for TA completed and agreed;	Acquittal & project progress reports; and



specific issues.	Funding secured and utilised; and Report completed to satisfaction of Members.	SIS meeting papers.
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COMPONENT 5: PUBLIC AFFAIRS ISSUES

Output 5.1: Build understanding and support, and maintain a positive public image, for the Forum and the Forum Secretariat.

The main activities, key performance indicators and means of verification over the planning period will include:

	Activities	Key Performance Indicators	Means of Verification
5.1.1	Develop and implement the Forum Secretariat Communications Strategy	Public/stakeholder awareness of Forum Secretariat initiatives and implementation progress improved; and Quality communications advice/support provided on issues arising from Forum Leaders', Ministers' and Officials' decisions, and Forum-organised events.	Forum Secretariat Communications Strategy finalised, with ongoing implementation; Feedback sought, received and analysed from target audiences via annual survey; Press statements released in a timely manner and in accordance with Communications plan and schedule of meetings; and Media coverage of released statements achieved
5.1.2	Efficient and sustainable maintenance of Forum Secretariat website.	System and policy in place for efficient and sustainable maintenance of Forum Secretariat website; Website updated in a timely manner; and Increased traffic to website.	Website management policy and user guide (CMS manual) in place; Regular website CMS training carried out; and Annual website traffic and audience feedback (internal and external) report prepared.
5.1.3	Manage production and dissemination of Forum Secretariat communications material.	Quality communications material prepared, printed and disseminated to target audiences, including radio programme, speeches, briefs, news releases, reports, PowerPoint presentations and	Communications material prepared to deadline and disseminated to target audiences; Communications



		publications.	material posted on Forum Secretariat website as appropriate; and Feedback sought, received and analysed from target audiences via annual survey.
5.1.4	Support to Executive and staff on media and communications projects.	Biannual training sessions held with Executive/staff on media and communications.	Media and communications initiatives incorporated across Forum Secretariat programmes.

8. Partnerships

Strengthened partnerships and strategic coordination of the interests and resources of the member countries and other stakeholders are at the core of the Strategic Partnership and Coordination Programme.

While the Leaders' agenda has broadened significantly in the last several years to include decisions on a wide range of issues, the responsibility for implementing them often falls outside the work programme and mandate of the Forum Secretariat. The *Pacific Plan* includes a broad range of regional initiatives Leaders have identified as key regional priorities that would benefit from collaborative and cooperative responses and the basis for regional cooperation and integration.

Therefore, the responsibility to implement the Leaders' decisions and the *Pacific Plan* is a shared responsibility amongst the CROP agencies, development partners and other stakeholders. Coordination and management of the collective efforts and resources of these agencies and partners is central to this programme.

The Secretary General as the permanent Chair of CROP plays a critical role in orchestrating the work and resources of CROP agencies in support of the Leaders decisions. Development partners also provide a significant contribution in support of the regional priorities and maintaining cordial relations with them is paramount.

The annual post-Forum dialogue between Forum members and post-Forum dialogue partners is critical to fostering those relations. The dialogue partners include many powerful and influential countries and international organisations and a well structured dialogue format is important to secure maximum benefits.

Some of the dialogue partners such as China, France, Japan and the European Union convene regular bilateral summit meetings with Forum members at Leaders and ministerial levels. These summits reinforce at the highest level the political commitment of those dialogue partners to provide



development assistance to the countries and people of the region. The Forum Secretariat coordinates and supports the participation of members in those meetings.

The revamped annual Pacific island countries and development partners meeting provides a forum for more extensive exchanges and sharing of information pertaining to the development assistance programmes of development partners in the region. The Pacific Principles on Aid Effectiveness premised on the Paris Declaration on Aid Effectiveness, provide guidance on how aid assistance should be effectively administered to the region.

Some development partners provide dedicated funding for specific purposes to be administered by the Forum Secretariat. The funding covers fellowship training, scholarships and the provision of technical assistance in specified fields.

The European Union entrusted the Secretary General with the role of Regional Authorising Officer with the responsibility of administering the regional indicative programme of the European Development Fund. The 10th European Development Fund funding cycle will see the provision of 95 million euro for 2008 – 2013 to support the regional indicative programme. Effective and efficient disbursement and implementation of projects funded under this Fund is of paramount importance.

In the area of social policy, partnership and coordination are of key importance. There is close collaboration between the Forum Secretariat and other CROP and United Nations agencies in the areas of education, health and disability issues.

9. Inputs

Details of the Strategic Partnerships and Coordination Programme's budget for 2009 are provided in the 2009 budget and work programme. Predictions for 2010 and 2011 will fund key activities consistent with the Programme's priorities, goal and objectives. The 2010 and 2011 indicative budgets take into account anticipated increase in activities around the implementation of the Pacific Principles on Aid Effectiveness and the likely intensification of activities around the Pacific Plan implementation as a result of the comprehensive review of the Plan to commence at the beginning of 2009. It is also envisaged that support to smaller island states will continue and a sustainable funding mechanism to support their special needs and requirements will be secured.

Component	2009	2010	2011
1. Partner and Stakeholder Relations	2,897,835	3,000,000	3,500,000
2. Pacific Plan	592,120	650,000	700,000
3. Social Policy	747,721	750,000	750,000
4. Support to Smaller Island States (SIS)	539,334	600,000	600,000
5. Public Affairs Issues	311,500	350,000	400,000
Total	5,088,510	5,350,000	5,950,000



10. Summary

This section provides a summary of the goals, objectives, components and outputs, with key performance indicators, and the means of verification of the results-based three-year work programme as follows:

Goal		
Strengthened partnerships, enhanced coordination and assistance in support of the effective implementation, monitoring and evaluation of Forum Leaders' decisions and the <i>Pacific Plan</i>		
Key Performance Indicator: Leaders decisions and <i>Pacific Plan</i> initiatives well supported by members, CROP, development partners and other stakeholders.		
Means of Verification: Annual review of implementation of Leaders decision and PPAC reports.		
Objectives	Key Performance Indicator	Means of Verification
To strengthen engagement with stakeholders at all levels in Forum processes, initiatives and partnerships to enhance regional cooperation and integration.	Excellent relationship with and between stakeholders.	External evaluation.
To implement an effective and sustainable programme of monitoring and evaluation of the Leaders' decisions and the <i>Pacific Plan</i> .	Development and implementation of an effective monitoring and evaluation framework for the Leaders decisions.	Review of the monitoring and evaluation framework.
To enhance the coordination and provision of policy advice to members on building strategic partnership, current and emerging issues in social sectors and development partner engagement.	Effective coordination of policy advice where more than one agency is involved; and Effective engagement with development partners	Provision of timely quality advice to Leaders; and PFD and PIC Partner meeting outcomes.
To advocate and support the Forum position on various issues, and in particular, the special needs of the region's Smaller Island States.	Forum positions effectively advocated and supported. Special needs of Smaller Island States supported.	Members' evaluation. Smaller Island State support provided.



Components and Outputs	Key Performance Indicator	Means of Verification
Component 1: Partner and Stakeholder Relations		
1.1 Provide relevant high quality policy advice, advocacy and strategic analysis to support member engagement at both regional and international levels.	Effective participation of members in meetings.	Members' evaluation of support provided.
1.2 Provide effective coordination and reporting on regional donor efforts to address development challenges in the region.	Database on regional development assistance programmes of all development partners.	Database developed and used.
1.3 Build partnerships with regional partner organisations, development partners and non-state actors to strengthen engagement and further the implementation of the Leaders' decisions.	Effective and efficient CROP network and regular interactions with development partners and other stakeholders.	Member and partner evaluation.
Component 2: Pacific Plan		
2.1. Provide effective coordination, monitoring and evaluation of the implementation of the <i>Pacific Plan</i> .	Development of an effective monitoring and evaluation framework for the <i>Pacific Plan</i> .	Review of the monitoring and evaluation framework.
2.2 Provide effective coordination and support for the governance of the <i>Pacific Plan</i> .	Efficient and effective PPAC meetings.	Members' evaluation.
Component 3: Social Policy		
3.1 Provide monitoring, coordination and assistance with respect to social policy and emerging social issues, in particular the regional education agenda.	Capacity to identify emerging social issues; and Effective and efficient FEEdMM,	Members evaluation; and FEEdMM outcomes.
3.2 Provide monitoring and coordination of policy and assistance with respect to enhancing gender equality outcomes in support of regional and international commitments.	Mainstreaming gender issues into national and regional planning frameworks.	Review of national and regional planning frameworks.
3.3 Provide monitoring, coordination and assistance for national and regional disability	Mainstreaming disability issues to national and regional processes.	Review of national and regional processes.



policy development.		
Component 4: Support to Smaller Island States (SIS)		
4.1 Coordinate and support the SIS Leaders' meeting and facilitating implementation of their decisions.	Effective SIS Leaders meeting and follow up actions.	Members evaluation; and External review of SIS Unit.
4.2 Provide monitoring and coordination of assistance with respect to implementation of targeted initiatives in smaller island states.	Provision of timely quality advice and assistance to SIS.	Members' evaluation.
Component 5: Public Affairs Issues		
5.1 Build understanding and support, and maintain a positive public image, for the Forum and the Forum Secretariat.	A more visible Forum and its Secretariat.	Stakeholder evaluation.