



PACIFIC ISLANDS FORUM SECRETARIAT

Excelling Together for the People of the Pacific

CORPORATE PLAN 2008 -2012

“Leaders believe the Pacific region can, should and will be a region of peace, harmony,...”

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.

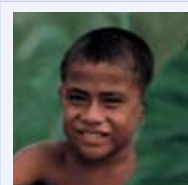
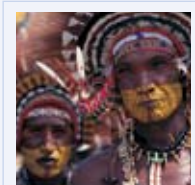
We treasure the diversity of the Pacific and seek a future in which its cultures, traditions and religious beliefs are valued, honoured and developed.

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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Secretary General's Foreword

Tuiloma Neroni Slade
Secretary General



Much has changed in the world and in the Pacific Islands Forum region since the last 2005–2007 Corporate Plan was developed in 2004 and it is imperative that the impact of these changes be accounted for in developing this, the 2008–2012 Corporate Plan for the Forum Secretariat.

The Pacific Plan launched in October 2005, was a key development and has now become the central regional framework that guides the development of region-wide cooperative responses to address Pacific regional development challenges. The Forum Secretariat accords highest priority to its allocated lead role in coordinating the implementation of the Pacific Plan, well cognizant that the implementation responsibility of the Plan is shared amongst the Forum members, regional partner organisations including CROP agencies, and other stakeholders.

For the efficient performance of its responsibilities, the Forum Secretariat strives to better project and articulate its core functions and priorities; to minimise duplication of functions with other regional partner organisations; and to effectively utilise limited regional resources. All these were principal considerations underlying the development of the Corporate Plan.

This Corporate Plan has rationalised and streamlined the nine programmes under the previous Corporate Plan into four more focused and strategic programme areas now focus on economic governance, and on political governance and security where the Secretariat provides direct policy advice. The other two relate to the regional coordination role of the Secretariat and its Corporate Services.

This Corporate Plan extends over five years and introduces a new planning

framework for the Forum Secretariat. The new arrangement is a four-tiered one with the Corporate Plan at the apex and the annual work programme at the base. To provide the necessary supporting framework, the Corporate Plan is underpinned by programme strategic plans for each of the programme areas, setting out in detail strategies, activities and performance indicators for implementation over three years. The Corporate “Plan on a Page” will be developed to cover each staff member’s individual work plan. In turn these plans will feed into the annual work programme and budget process.

For the Forum Secretariat to effectively manage and achieve its programmes in support of the Leaders’ decisions and the implementation of the Pacific Plan, it must develop and have the prospect of medium to long term funding strategies on a predictable and sustainable basis. These funding strategies will look to reinforce Members’ commitment to providing adequate resources to sustain the core functions of the Secretariat; and donor partners will be encouraged to enter into long term funding arrangements with the Secretariat to provide multi-year funding certainty.

The Forum Secretariat accepts the need to review and reform its organisational structure, and internal financial, budgeting and reporting processes to ensure the Secretariat is best able to be effective, efficient and responsive to the needs of the Members and other stakeholders. A package of corporate



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reforms was developed in conjunction with this Corporate Plan and includes an enhanced organisational structure; a new budget and finance system; and a new budget, planning and reporting process. These will be ongoing corporate reforms that will require commitment and discipline on the part of the Secretariat staff, and funding resources to implement them effectively.

While this Corporate Plan is a five year plan there will be a process for a mid-term “refresh”. Key regional development priorities are confirmed by Forum Leaders on an annual basis through the auspices of the Pacific Plan priorities. The key priorities identified at the 2008 Leaders meeting include

food security, fisheries, climate change, economic integration and trade, energy information and communication technology, land, health, education and human resource development, governance, and transport. While these are likely to remain high regional priorities for the course of the term of this Corporate Plan emerging new key priorities are also expected. Furthermore, a comprehensive review of the implementation of the Pacific Plan will be convened towards the end of 2008 after the Plan’s third anniversary. Outcomes of the review will determine what structural and/or modality changes might be required to provide further support for the effective implementation of the Plan.

This Corporate Plan aims qualitatively to strengthen the Forum Secretariat and to improve its services to Member Governments and their communities. It seeks also to enhance the relationships between the Secretariat and other CROP agencies, and other stakeholders, with respect to their respective roles and the discharge of shared responsibilities. It represents the resolve and commitment of the Forum Secretariat, and its staff, to realise its corporate goals and objectives.

Tuiloma Neroni Slade
Secretary General

Stakeholders

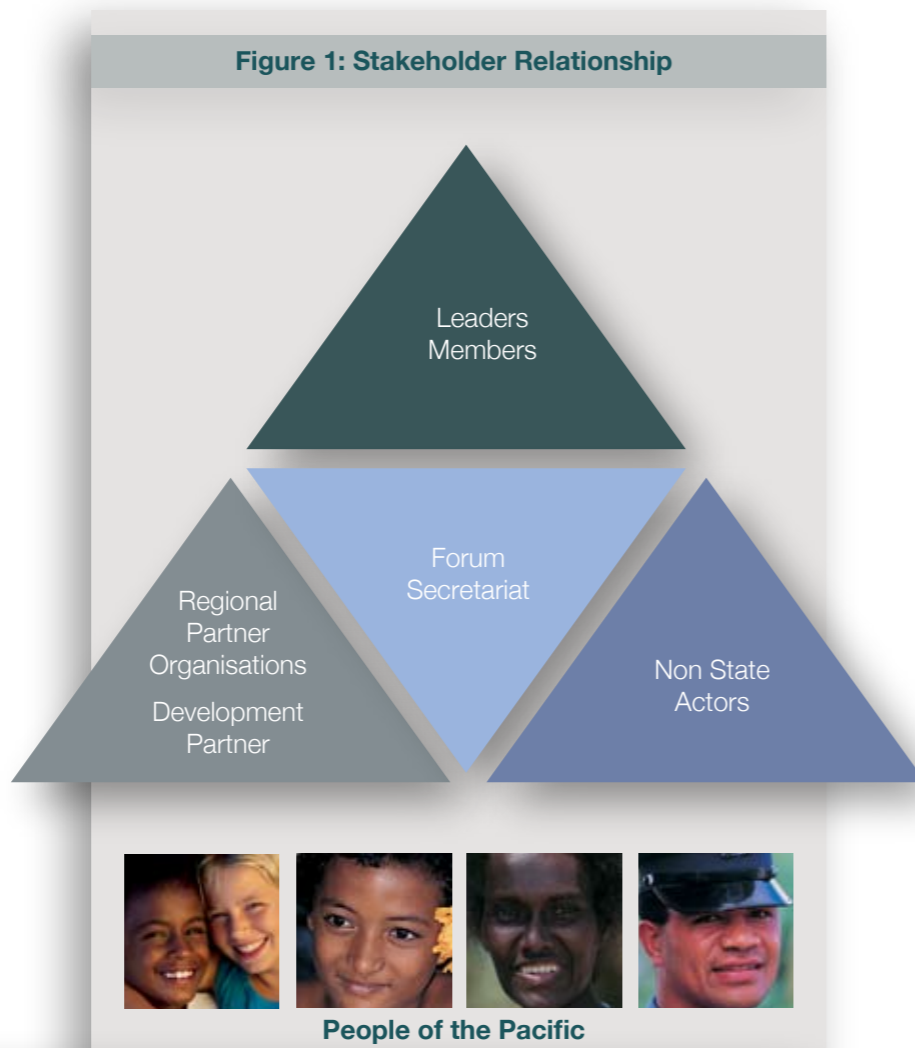
The Forum Secretariat's Corporate Plan sits firmly in the context of its stakeholders as shown in figure 1.

The ultimate benefit of the Forum Secretariat's activities is received by the **People of the Pacific**, particularly those of the Forum island countries. The Pacific Islands' Forum **Leaders and Members**, as critical stakeholders, provide the Forum Secretariat with its direct mandate. Closer contacts between the Forum and non-sovereign Pacific Territories are by way of **Associate Membership** or **Observer** status to the Forum.

The Forum Secretariat is also reliant on key stakeholders such as other **Regional Partner Organisations** and **Development Partners** for their cooperation and means to deliver the Leaders' mandate.

Finally, the Forum Secretariat informs and receives input from interested parties, such as non-governmental organisations, faith-based organisations, and other civil society organisations, collectively termed **Non-state Actors**.

Figure 1: Stakeholder Relationship



Missions, Goals & Roles

Our Mission is to ensure the effective implementation of the Leaders' decisions for the benefit of the people of the Pacific.



Our Goals are to stimulate economic growth and enhance political governance and security for the region, through the provision of policy advice; and to strengthen regional cooperation and integration through coordinating, monitoring and evaluating implementation of Leaders' decisions.

In achieving these Goals, the Primary Roles of the Forum Secretariat, as set out in the 2005 Agreement Establishing the Pacific Islands Forum, are to provide:

Policy advice and guidance in implementing the decisions of the Leaders

Coordination and assistance in implementing the decisions of the Leaders

Support to the Leaders' meetings, Ministerial meetings, and associated committees and working groups

Guiding Principles & Values

In pursuit of our Mission, Goals and Roles, our work is directed by our Guiding Principles, and is underpinned by our Values.

OUR GUIDING PRINCIPLES

Address the priority needs and rights of our most vulnerable Members, communities and people (Special and Differential Treatment)

Embrace the cultural diversity of the region with tolerance and respect (The Pacific Way)

Facilitate the debate on how to position the region to meet emerging challenges both now and in the future (Foresight)

Strive for recognition of the region's responsibility for guardianship of the world's largest ocean and its resources (Common Heritage)

Foster quality interaction with all our stakeholders, both internal and external (Communications)

Embrace good governance and gender equality, and seek peak performance (Continuous Performance)

As an organisation and as individuals:

OUR VALUES

We strive for professional excellence; and demonstrate personal leadership

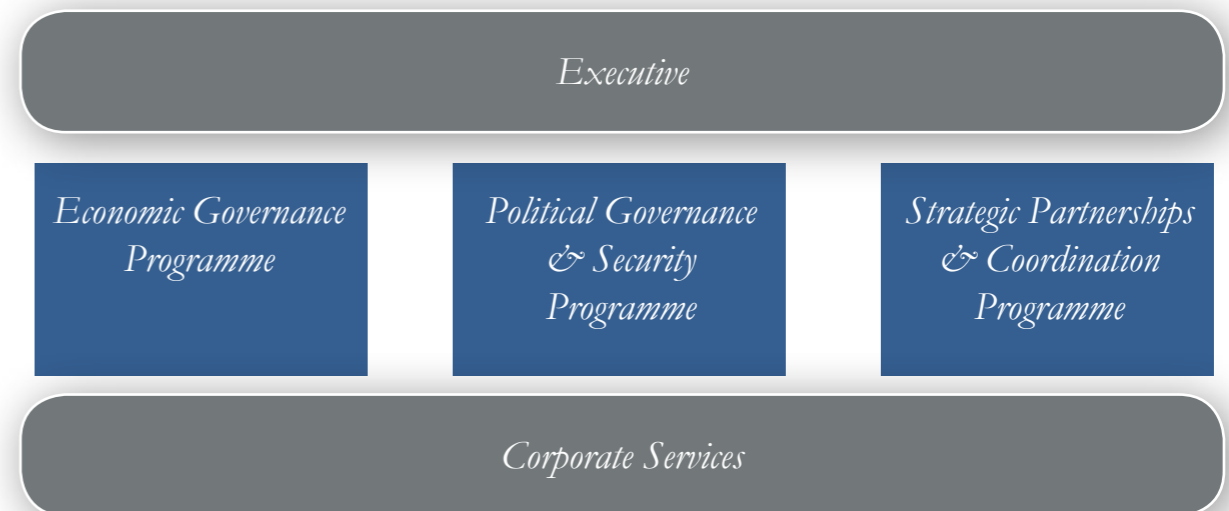
We are responsible to the priority needs of our Members and other stakeholders; and excel in a caring, inclusive, and innovative environment.

Programmes

The **Executive** provides visionary leadership and effective management of the Forum Secretariat.

The corporate goals form the basis of two policy advice programmes: **Economic Governance**, and **Political Governance and Security**; as well as our regional coordination programme: **Strategic Partnerships and Coordination**.

Supporting the Forum Secretariat is the **Corporate Services**.



Each of these programmes is summarised in the next section in terms of the specific Pacific context and challenges, the programme's response, the programme goal, programme objectives, and programme components and outputs.

Economic Governance Programme

The Economic Governance Programme extends and coordinates policy advice and technical assistance in support of inclusive economic growth and sustainable development.

Pacific Context and Challenges

The Pacific Plan identified economic growth as one of the four key goals of the Forum. It defined the ingredients for economic growth for the region as: sustainable economic growth; increased trade and investment; improved efficiency and effectiveness of infrastructure development and associated service delivery; and increased private sector participation in, and contribution to, development and decision making.

Programme Response

The Economic Governance Programme extends and coordinates policy advice and technical assistance in support of inclusive economic growth and sustainable development.

Goal

To support Members to achieve higher levels of economic prosperity.

Objectives

To assist Members to achieve deeper regional economic integration, increased private sector development, trade and investment, and sustainable

economic growth through the provision of more efficient and effective services to Members.

To assist Members to enhance the key drivers of sustainable economic growth through supporting economic and regulatory reforms, private sector development, trade and investment, and infrastructure development.

To assist Members to improve economic governance in the Forum island countries.

Programme Components and Outputs

1. Economic Reform and Infrastructure

- Provide relevant high quality policy advice and support in economic reform and economic infrastructure, and support for regional and/or sub-regional solutions in the areas of infrastructure and economic growth.

2. Trade Policy and Economic Integration

- Provide relevant high quality policy advice, capacity building assistance and

support for strengthened regional economic integration and trade facilitation measures; and

- Provide high quality policy advice, capacity building assistance, representation as specifically mandated, and technical support in multi-lateral and other trade relations and trade facilitation measures.

3. Private Sector Development

- Provide relevant high quality policy advice and technical support for private sector development, investment policy and promotion, and import management; and
- Provide trade and investment development opportunities between Forum island countries and the host countries of the regional trade offices.

Political Governance & Security Programme



Pacific Context and Challenges

The Pacific Plan identified security and good governance as two of the four key goals of the Forum. These require improved political and social conditions and mechanisms for stability, safety and inclusive governance in the region. The challenge is to develop and strengthen harmonised regional approaches whilst respecting the sovereignty of Member countries.

Programme Response

The Political Governance and Security Programme, in consultation with Members, identifies challenges to the stability and safety of Members and the region, and provides policy advice and technical assistance (both coordination and selective direct assistance) to respond to the challenges. Integral to the Programme's response is the promotion of the principles and practices of good governance across all levels and sectors in the region; and the pursuit of strengthened regional cooperation and integration.

Goal

To support Members achieve improved regional security and political integrity through the provision of high quality advice, coordination and implementation assistance.

Objectives

To provide high quality policy advice, coordination and implementation assistance: in support of Members' security and governance priorities; and to strengthen regional cooperation and integration in regional legal frameworks and institutions of governance.

Programme Components and Outputs

1. Political Governance

- Provide relevant high quality policy advice, coordination and implementation assistance for regional political governance including crisis responses and conflict prevention;
- Provide relevant high quality policy advice, coordination

and implementation assistance towards developing and promoting good governance, including strengthening regional integrity frameworks and institutions; and

- Provide relevant high quality policy advice and coordination to promote human rights including encouraging the development of national human rights machinery.

2. Security

- Provide relevant high quality policy advice, coordination and implementation assistance for regional and international processes and fora on security issues and implementation of regional security declarations; and
- Develop and promote consistent legal and administrative systems and frameworks for addressing regional security priorities.

Strategic Partnerships and Coordination Programme

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.

Programme Response

The Strategic Partnerships and Coordination Programme provides advice and coordination to support Member countries to 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 capacities to meet the challenges the Pacific faces.

Goal

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

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.

Programme Components and Outputs

1. Partner and Stakeholder Relations

- Provide relevant high quality policy advice, advocacy and strategic analysis to support Member engagement at both regional and international levels;
- Provide effective coordination and reporting on regional donor efforts to address development challenges in the region; and
- Build partnerships with regional partner organisations, development partners and non-state actors to strengthen engagement and further the implementation of the Leaders' decisions.

2. Pacific Plan

- Provide effective coordination, monitoring and evaluation of the implementation of the Pacific Plan; and

- Provide effective coordination and support for the governance of the Pacific Plan.

3. Social Policy

- Provide monitoring, coordination and assistance with respect to social policy and emerging social issues, in particular the regional education agenda;
- Provide monitoring and coordination of policy and assistance with respect to enhancing gender equality outcomes in support of regional and international commitments; and
- Provide monitoring, coordination and assistance for national and regional disability policy development.

4. Support to Smaller Island States (SIS)

- Coordinate and support the SIS Leaders' Meeting and facilitating implementation of their decisions; and
- Provide monitoring and coordination of assistance with respect to implementation of targeted initiatives in SIS.

5. Public Affairs Issues

- Build understanding and support, and maintain a positive public image, for the Forum and the Forum Secretariat;

Corporate Services

Pacific Context and Challenges

Under the 2005 Agreement Establishing the Pacific Islands Forum, the Secretary General, as head of the Forum Secretariat, is responsible for the management of the Secretariat.

Programme Response

The Secretariat's leadership and support functions have been organised to enable it to deliver its mission and goals in accordance with its Guiding Principles and Values. The Corporate Services has been established to ensure the on-going development of the Forum Secretariat's people, culture, systems and structures aligned to our values.

Goal

To develop an organisation recognised for its excellence through its people, culture, structures and systems working together to achieve its Mission and realise the Leaders' Vision.

Objectives

To be proactive, innovative and responsive to Members needs.

To develop and maintain best practice to support the Forum Secretariat's people, culture, structures and systems.

To maximise the use of scarce resources for the effective and efficient delivery of the Secretariat's work programme.

Programme Components and Outputs

1. Development of our People and Organisation

- Maintain an organisational culture that stimulates

professional excellence and personal leadership that is responsive, caring, innovative and inclusive while reflecting our Pacific personality;

- Proactively provide best practice strategic planning, monitoring and performance improvement systems to ensure transparency and accountability for resource allocation and monitoring.

2. HR and Administration

- Proactively provide and innovatively disseminate quality HR and legal advice and information for staff and other relevant stakeholders;
- Maintain accountable, transparent, best practice HR and legal information structures and systems;
- Proactively facilitate effective logistics management and related activities to support Forum and related meetings, Ministerial meetings, and senior officials meetings including timely protocol and conference centre services.

3. Financial Services

- Proactively provide and innovatively disseminate quality financial advice and information for staff, management and other relevant stakeholders; and
- Maintain accountable, transparent, best practice finance and reporting

structures and systems.

4. Information Services

- Proactively provide and innovatively disseminate quality information for use by staff and stakeholders;
- Proactively promote internally the brand of the Forum Secretariat; and
- Maintain accountable, transparent, best practice information structures and systems.

5. Information Technology

- Proactively provide and innovatively distribute quality information technology services and applications that support the needs of staff and other relevant stakeholders; and
- Maintain accountable, transparent, best practice information technology infrastructures, email, internet and backup systems.

6. Property Services

- Proactively provide a clean, safe and healthy workplace that is inclusive and stimulates productivity and innovation, strengthens communication, supports teamwork and preserves the Secretariat's assets for future generations; and
- Maintain accountable, transparent, best practice structures and systems.

Context of the Corporate Plan within the Planning Framework

The Forum Secretariat's framework for ensuring a systematic and robust approach to planning and performance management is based on an evolving planning framework.

The Corporate Plan sets out the broad directions for the organisation, including its core purpose, Guiding Principles and Values. This is a five-year document that is informally reviewed annually for any major changes in the external environment that might cause it to require immediate review in order for it to stay relevant. A more formal "refresh" will occur during the third year.

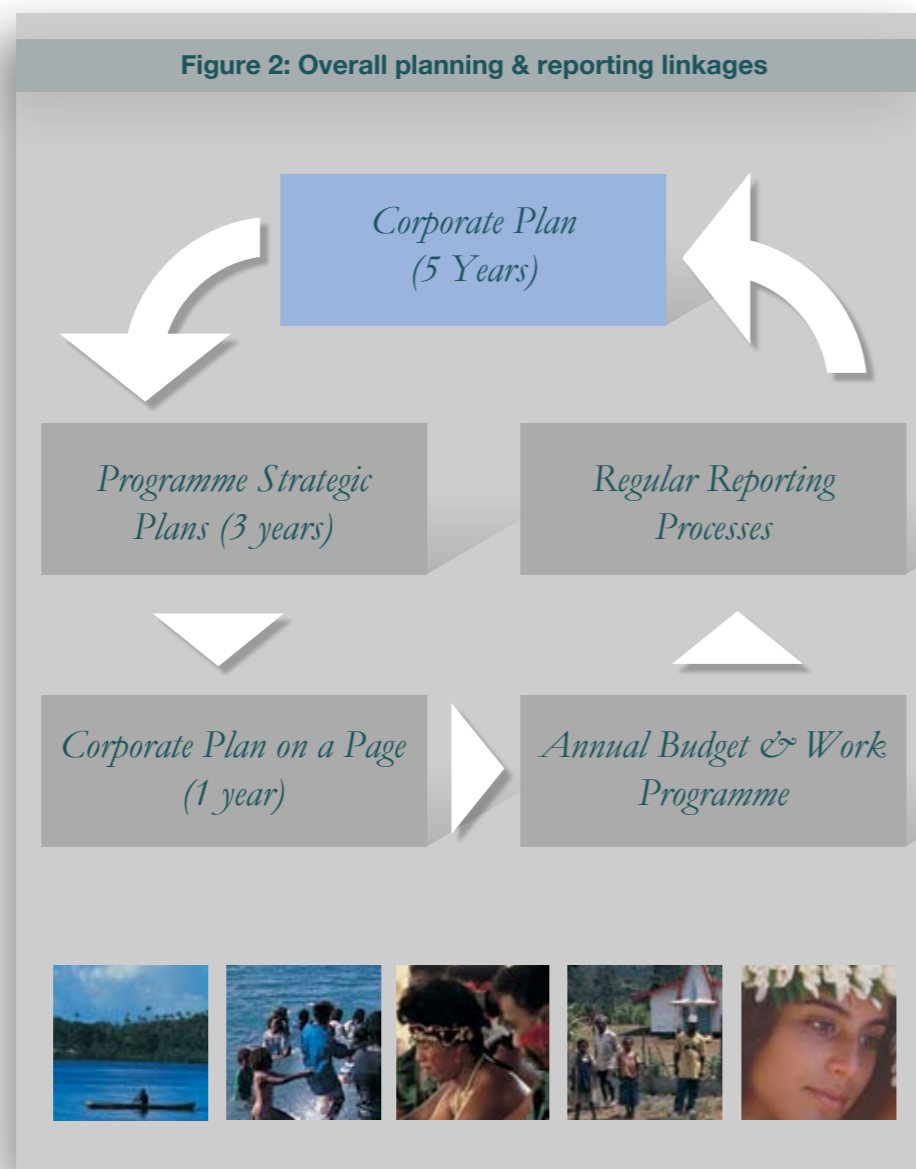
The Forum Secretariat's Programmes have Programme Strategic Plans (PSP) covering a three year implementation period that describe the programme's strategies in detail. The strategic plans are developed with reference to the Leaders' communiqués and various other high level directives as well as consultation with other key stakeholders. The PSPs include a goal and objectives as well as programme performance indicators which will enable stakeholders to measure performance against targets.

Individual work plans are summarised on a personalised Corporate Plan on a Page (CPOP) which in turn is linked to the Individual Planning & Review and subsequent remuneration review process.

PSPs and individual work plans feed into the overall Annual Budgeting Process.

Formal and informal reporting to stakeholders takes a variety of forms to address varying stakeholder requirements and needs. The Forum Officials Committee assesses the Forum Secretariat's performance at both the overall corporate level and also the programme level.

The overall planning and reporting framework is summarised in figure 2 below.



The Forum Secretariat at a Glance



The Pacific Islands Forum which comprises 16 independent and self-governing states has its own secretariat - the Pacific Islands Forum Secretariat. The Forum Secretariat's mandate is delivered through the annual Leaders' Communiqués, and high level Ministerial meetings' decisions which have delegated authority from the Leaders. The Forum Secretariat is also mandated to coordinate the implementation of the Pacific Plan.

The Pacific Islands Forum Secretariat is an inter-governmental organisation which aims to strengthen regional cooperation and integration and represent Members' interests. As well as its role in harmonising regional positions on various political and policy issues, the Secretary General of the Forum Secretariat chairs the Council of Regional Organisations in the Pacific (CROP).

The Forum Secretariat is led by the Secretary General who is

directly responsible to the Forum Leaders and to the Forum Officials' Committee (the governing body comprising representatives from all Forum Members) which oversees the Secretariat's activities.

Offices: Headquarters – Suva, Fiji. The Forum Secretariat also has Trade Offices in Auckland, Beijing, Sydney, and Tokyo.

As part of its outreach assistance to Members, the Forum Secretariat has desk officers in the Smaller Island States (SIS) of Cook Islands, Kiribati, the Marshall Islands, Nauru, Niue, Palau and Tuvalu to complement the resources of its smallest Members. The Forum Secretariat also has a representative based in Solomon Islands and plans to widen representation in other Member countries.

History: The Pacific Islands Forum was founded in 1971 as the South Pacific Forum. In 2000, the name was changed to the Pacific Islands Forum

to better reflect the geographic location of its Member states in the north and south Pacific.

The Secretariat to the Forum was initially established as a trade bureau in 1972 and later became the South Pacific Bureau for Economic Co-operation (SPEC). In 2000, when the name of the Forum changed, the Secretariat became the Pacific Islands Forum Secretariat.

Legal Status: The Pacific Islands Forum Secretariat is an international organisation established by treaty, enjoying legal personality in each of its sixteen Member countries.

Governance: The Forum Secretariat's governing body is the Forum Officials Committee (FOC) which meets at least annually before the Leaders' Forum. The Forum Secretariat also reports to the Pacific Plan Action Committee (PPAC) on progress against the implementation of the Pacific Plan.

Working language: English

The Council of Regional Organisations of the Pacific (CROP)



The Forum Leaders established the Council of Regional Organisations of the Pacific, CROP (formerly the South Pacific Organisations Coordinating Committee, SPOCC) in 1988 with the mandate to improve cooperation, coordination, and collaboration among the various intergovernmental regional organisations to work toward achieving the common goal of sustainable development in the Pacific region. CROP comprises the heads of the intergovernmental regional organisations in the Pacific.



The 1995 Forum mandated the Secretary General of the Forum Secretariat to be the permanent chair of CROP, a decision reaffirmed at the Special Leaders' Retreat in April 2004. Leaders also mandated the 'coordination role' of CROP to the Secretary General. The Secretary General reports to Leaders on CROP matters.



CROP functions as (i) a coordination mechanism between the heads of the regional organisations in the Pacific, and (ii) a high-level advisory body, to provide policy advice and may assist in facilitating policy formulation at national, regional and international level. CROP provides a forum to enable CROP heads to collectively review progress with their respective organisations' contributions on the Pacific Plan.

CROP takes advantage of opportunities to pool and share expertise and resources to optimise benefits to Member countries and

territories. Where CROP sees the need, it establishes specific working groups with clear terms of reference to address important emerging or on-going priority issues of a cross-cutting nature.

In addition to the Forum Secretariat, the members of CROP are:

Fiji School of Medicine [FSMed]
 Website: www.fsm.ac.fj

Pacific Islands Development Programme [PIDP]
 Website: www.pidp.eastwestcenter.org

Pacific Islands Forum Fisheries Agency [FFA]
 Website: www.ffa.int

Pacific Power Association [PPA]
 Website: www.ppa.org.fj

Secretariat of the Pacific Community [SPC]
 Website: www.spc.int

Secretariat of the Pacific Islands Applied Geoscience Commission [SOPAC]
 Website: www.sopac.org

Secretariat of the Pacific Regional Environment Programme [SPREP]
 Website: www.sprep.org

South Pacific Board for Educational Assessment [SPBEA]
 Website: www.spbea.org.fj

South Pacific Travel [SPT]
 Website: www.south-pacific.travel

University of the South Pacific [USP]
 Website: www.usp.ac.fj

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Member states			
Australia	Kiribati	Palau	Solomon Islands
Cook Islands	Nauru	Papua New Guinea	Tonga
Federated States of Micronesia	New Zealand	Marshall Islands	Tuvalu
Fiji	Niue	Samoa	Vanuatu
Associate members		Observers	
New Caledonia	French Polynesia	Timor-Leste	Asian Development Bank
		Tokelau	Commonwealth Secretariat
		Wallis & Futuna	United Nations
			Western and Central Pacific Fisheries Commission
Post Forum Dialogue Partners			
Canada, China, European Union, France, India, Indonesia, Italy, Japan, Korea, Malaysia, Philippines, Thailand, United Kingdom and United States of America.			

