

# *2019-2030* STRATEGIC PLAN



A United, Distinctive & Sustainable Pacific Society



Pacific Islands Development Forum



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#### **ACKNOWLEDGEMENTS**

We offer our sincere thanks to all our Members and Partners who have worked with us on our journey to support an enabling environment for Green-Blue Pacific economies, and affect transformative change for sustainable and inclusive development in the Pacific.

#### DESIGN

The Strategic Plan was designed by the PIDF Strategic Communications Unit.

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# **FOREWORD** A Message from the Secretary General



The Pacific is a unique region composed of countries with small land areas dispersed in the largest ocean on the planet. Pacific island countries have common development aspirations but each of these countries has very unique circumstances. However the PIDF members have one thing in common – they are all islands. The island environment offers many development challenges but also opportunities. Surrounded by the Ocean, we see great opportunities in the area of the Blue Economy. That is why PIDF has taken up the sustainable Blue Economy as one of its important areas of focus.

The PIDF has proven that the region needs an organisation like itself that protects the interests of the Pacific Island countries and territories against the interests of those causing climate change and unsustainably exploiting the Pacific's natural resources.

This strategic plan is the first for PIDF. Its development commenced two years after the adoption of the PIDF charter. It lays the foundations for the organisation and for future work in PIDF's efforts towards supporting the Pacific transition to a Green-Blue Economy. It will not be an easy job, particularly for a small organisation such as ours, but we are confident that our numerous genuine partners will help us realise this vision – the vision that is shared by all of our members and partners. Alone none of us can achieve it; only together will we realise this transformation.

This strategic plan was developed through rigorous country consultations. The PIDF secretariat benefited greatly from these multi-stakeholder consultations and the wealth of knowledge gathered from representatives of government, CSOs and the private sector.

The consultations demonstrated the various nuances of development issues in each member country and how priorities could vary from country to country although there are common elements and opportunities across the region.

This strategic plan is a compromise of the needs of our members. An effort has been made to satisfy all but there were certain priorities expressed by participants in the consultations that we feel were either beyond the mission of PIDF or that there are other organisations in the region better placed to deliver these.

With this strategic plan we hope to generate interest of our members and partners in joining us in our efforts to transform the Pacific to a thriving and sustainable Green-Blue Economy.

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## INTRODUCTION

The 2019–2030 PIDF Strategic Plan: One Pasifika is the culmination of a series of extensive planning and consultative processes, including national level consultations, that commenced with the establishment of the Pacific Islands Development Forum in 2013. The document sets out the priorities and focus for PIDF for the next 12 years. Importantly, it is informed by PIDF's experiences and lessons from the past five years and is thus better targeted, addressing those areas where PIDF has a comparative advantage and special interest, and where we can make a difference by bringing a different perspective, innovations or new partners.

The Charter of the Pacific Islands Development Forum lays out the vision, mission, purposes and functions of the organisation and provided the early foundations for this strategic plan. The outcome statements of the PIDF Leaders' Summits of 2013 to 2016, the 10 priorities identified by Leaders in the inaugural Summit of 2013, the Suva Declaration on Climate Change, and the Framework for Pacific Regionalism provide further guidance on the direction that leaders want for the organisation.

The Strategic Plan champions the transformation towards Green/Blue Economies in the Pacific and aims to assist member countries to deliver on their commitments to the 17 Sustainable Development Goals (SDGs) of the United Nations Agenda 2030. PIDF recognises the integrated nature of the SDGs, which are underpinned by green economy principles. In particular, poverty alleviation, addressing climate change, and the sustainable management of land and sea are integral to the long-term well being of our people, communities and nations.

The Strategic Plan acknowledges that the transformation towards meaningful and sustainable Green-Blue economies requires a shift in the mindset and culture around business, investment and development at every level of society.

The role of PIDF will be to facilitate the inclusive dialogue required to build shared understanding and innovative, research-based solutions; develop robust advocacy tools, including enabling frameworks at policy level; and build capacity for implementation.

## **Our Vision**

A United, Distinctive and Sustainable Pacific Society

## **Our Mission**

Enabling Green/Blue Pacific Economies through inclusive strategies, multi-stakeholder governance, and genuine partnerships.



## PASIFIKA

The essence of being from the Pacific Islands. We share a common attachment to Pacific ways of life recognising history, culture, traditions and the impacts of climate change on our islands. The Pacific should be governed by and for Pacific Islanders.

#### DEDICATION

The feeling of strong support and loyalty, being dedicated to island resilience. We value a shared and enduring commitment to Green-Blue Pacific economies, sustainable development and especially poverty eradication in Pacific Islands.

#### SOLIDARITY

Unity and agreement in action, in the face of Pacific Islands common interest and challenges. We ensure mutual support within our Pacific societies for the most vulnerable island communities in the spirit of cooperation, cohesion and *esprit de corps*.

#### UNIVERSAL

Inclusivity and covering a whole collectively with representation, participation and engagement available equitably to all members of our Pacific societies. We operate under multi-stakeholder governance at all levels including public sector, civil society and private sector.

## FORTITUDE

The Spiritual and emotional strength in facing difficulty and adversity caused by climate change impacts and globalisation. We affirm Pacific spirituality as a foundation of nurturing and building resilience in Pacific communities.



## SYNERGY

The power of the interaction and cooperation among partner organisations, to produce a combined effect greater than the sum of their separate effects. We promote durable and genuine partnerships with development partners driven by Pacific interests.

## **TOWARDS A SUSTAINABLE GREEN-BLUE ECONOMY**

PIDF leaders have described a Green-Blue economy as an economy which is delivering equitable sustainable development that creates genuine prosperity and well-being for all, including future generations, while respecting and improving nature's capital and supporting and reinforcing spiritual and cultural values.

The transformation to a Green-Blue economy requires a complete shift in the way we think about the future and how we do business. It will require that Pacific peoples are able to identify and understand their economic, social and environmental challenges; be willing and empowered to disrupt the *status quo* and innovate and implement solutions that rebalance the three pillars of development to collectively influence the direction of their own lives. It requires that we are willing to value nature as the capital in a long term investment; and to view the just and equitable distribution of wealth as the cornerstone to building Pacific island resilience.

## WHAT WE DO

The PIDF is a multilateral and multi-stakeholder organisation focusing on a distinctive Pacific model of green growth in blue economies aligned to sustainable development principles. The PIDF also serves as the Pacific Islands south-south cooperation platform with the United Nations and is a member of the Inter-agency Collaborative Group on the Global Partnership on SIDS. We are a space for catalysing, mobilising and mainstreaming action in support of sustainable development through green-blue economies in Pacific Island Countries.

PIDF is an action-oriented platform to identify innovative solutions and works closely with international institutions to engage state and non-state actors to develop high-impact collaborations on sustainable development and poverty reduction in the Pacific Islands.

Specifically, PIDF will focus on the following:

- Advocating the very real and pressing significance of climate change for the lives and livelihoods of Pacific Islands and Pacific Islanders.
- Enabling the implementation of 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.
- Facilitating the use of tools, approaches and innovations, such as Green/Blue Pacific economies and strengthening leadership and genuine partnerships to stimulate robust debate while fostering an inclusive and measurable change agenda.



## **Our Strategy – One Pasifika**

*PIDF's Strategic Plan 2019 — 2030* - The *One Pasifika Programme*, lays out the organisation's plan for bringing about the transformative changes needed to achieve Green/Blue Economic models that will generate new jobs and skills, promote clean technologies, and reduce environmental risks and poverty in member countries.

The goal of the One Pasifika Programme is:

By 2030, PIDF Member Countries are demonstrating sustainable Green/Blue Economy models that empower people and safeguard their environment and social fibre with full and active participation of their government institutions, civil society and the private sector.

We will aim to achieve our goal through 14 programmatic and 9 institutional objectives, which are organised under 4 clusters.

- Cluster M Mainstreaming Green/Blue Economy
- Cluster R Adaptive Solutions for Island Resilience
- Cluster C Climate Action
- Cluster I Institutional arrangements

## **Mainstreaming Green-Blue Economy (Cluster M)**

The objectives in Cluster M aim to mainstream the Green-Blue Economy through policy intervention, advocacy, education and support to the private sector.

PIDF will promote tools, frameworks and innovations that encourage and incentivise Green-Blue Economy thinking, policy and practice. For inclusivity to be meaningful, all participants must have access to relevant information, including science, theory and lessons learned from others' experiences.

PIDF will work with our civil society partners alongside private sector and governments to strengthen information sharing at all levels and build multi-stakeholder dialogue aimed at reaching common goals.

#### **Cluster M Objectives:**

- **M1.** To establish Green Growth Frameworks or integrate Green-Blue Economy principles in PIDF member countries' National Development Plans and support them in planning for implementation.
- **M2.** To ensure that through a Green Audit mechanism, policy contributes positively to sustainable development for the benefit of people and environment.
- **M3.** To support PIDF member countries reform and develop education curricula to reflect the principles of Green/Blue Economy and the Sustainable Development Goals for both formal and non-formal education.
- M4. To introduce community leaders, traditional leaders and resource owners to concepts of Green/Blue Economy and Sustainable Development and the benefits of multi-stakeholder processes and participatory democracy to address the needs of their communities.
- M5. To manage a Pacific Green Business Centre to support the Private Sector to design and implement strategies for making their businesses more environmentally and socially sustainable while remaining profitable, and promoting a sustainable Green-Blue Economy approach in industries such as Tourism, Agriculture and Forestry.
- **M6.** To advocate for and incorporate the value of ecosystem services into development decision making by developing tools/frameworks that ensure these are truly reflected in national policy.

## Adaptive Solutions for Island Resilience (Cluster R)

The objectives in Cluster R aim to develop "proof of concept" for the Green-Blue Economy in improving social and environmental well-being and building island resilience in an environment of change and uncertainty.

Model green cities/towns/villages/islands will be created to demonstrate how Green-Blue Economy approaches can help with finding adaptive solutions for island resilience. It is envisaged that these will demonstrate to countries what is possible and what can be achieved and influence the transition at larger, national scales. PIDF will focus on sustainable management of ocean, forests, soil and freshwater ecosystems; food security; and human health, including exploring creative ways to incentivise policy and behavioural change.

Health has been identified in the consultations as an important sector with requests that PIDF focus on aspects of health that are becoming increasingly important but still neglected, such as mental health, and areas that could benefit from innovative approaches. PIDF will work closely with partners that have experience in the health sector, who will lead the process.

#### **Cluster R Objectives:**

- **R1.** To mobilise leadership, resources and technical knowledge needed to promote a sustainable Blue Economy which will ensure sustainable management and restore ocean resources to safeguard biodiversity and sustainable livelihoods of Pacific people now and in the future.
- **R2.** To establish model Green Cities, Green Towns, Green Villages and Green Islands that reflect the principles of Green/Blue Economy while at the same time, improving their resilience to natural disasters and climate change events.
- **R3.** To promote and support sustainable land management particularly to protect soil and water resources and establish a sustainable financing mechanism through the use of green taxation and other income generation models, to finance the restoration of forests and other critical habitats in PIDF member countries.
- **R4.** To encourage policy incentives for healthy and happy lifestyles to address the primary causes of noncommunicable diseases (NCDs), address vector-borne diseases and mental health, and support traditional healing methods and the use of ICT for health services.





## Climate Action (Cluster C)

Tackling climate change continues to be an ever-present challenge for the Pacific Islands. PIDF has been among those at the forefront of championing Pacific Island positions, as articulated in the 2015 Suva Declaration on Climate Change produced on the PIDF platform prior to the Paris Agreement. In fact, through Pacific leadership, many of the clauses of the Suva Declaration made their way into the Paris Agreement, including mention of the need to limit temperature rise to 1.5°C, the need to review Nationally Determined Contributions every five years, and a clause on Loss and Damage. However other issues still require attention, including the need for a moratorium on new development and expansion of fossil fuel extraction sites; addressing climate-induced human mobility; and the need for a greater push to address emissions produced by the transport sector. PIDF will support further advocacy on these issues and also support the countries towards achieving the commitments and targets set in their NDCs.

#### **Cluster C Objectives:**

- **C1.** 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, and advocate for all the high ambition clauses in the Suva Declaration.
- **C2.** To support countries with the development of national and regional renewable energy frameworks, the implementation of Nationally Determined Contributions (NDCs) and implementation of decarbonisation plans for this to be achieved in the years 2030 to 2050 by addressing policy, regulatory and financial obstacles.
- **C3.** To promote sustainable land, sea and air transport, through advocacy and innovative approaches that would serve the development needs of communities in an economic and ecological manner, with a special focus on outlying island communities.
- **C4.** To provide innovative approaches to natural and climate induced disaster response to bridge the gap between development and humanitarian response and establish regional and national policy that safeguards the rights of persons displaced by climate change.



## **Institutional arrangements - CLUSTER 1**

As PIDF grows as an organisation, it must strengthen its governance structure, financial sustainability and its membership and partnership engagement and strive towards achieving the highest standards to serve as a good model for other organisations.

#### **Cluster I Objectives:**

- I1. To coordinate the operations of PIDF's Governance structure.
- 12. To establish, operate and capitalise the Regional Development Trust Fund (RDTF).
- I3. To engage new membership and improve member services.
- 14. To establish and support a network of partners from regional and international organisations active in the Pacific to promote coordination and cooperation in action relating to Green-Blue Economy.
- I5. To strengthen partnership with national, regional and international entities.
- I6. To benchmark PIDF's operations to international standards (ISO).
- 17. To transform the PIDF HQ into a model Green office.
- 18. To create better visibility for PIDF, its Programme and activities.
- 19. To develop a 10 year strategic plan for the period 2030 2040.

## **ONE PASIFIKA PROGRAMME**



Fig 1: One Pasifika Programme

## **IMPLEMENTATION MECHANISM/REPORTING STRUCTURES**

An Implementation Plan accompanies this strategic plan and sets out the specific activities and targets for each of the objectives. Implementation will be depend on national level action with the support of the Secretariat. The programme uses four implementation modalities. These are:

- Analysis and Advocacy;
- Supporting an enabling policy;
- Supporting national, regional and international commitments; and
- Capacity building.

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, whether within the project model or outside.

Implementation will be coordinated at the national level by the National Sustainable Development Boards, with advice and support from the Secretariat, if and when needed. The activities may therefore differ from country to country and the approach may also vary. This flexibility in delivering activities ensures that countries have full ownership of programme activities, that the programme would benefit from the local expertise and this would thus increase the chances of success of these interventions.

## **National Sustainable Development Boards**

Under the Charter, each PIDF member country has agreed to establish National Sustainable Development Boards (NSDBs), which will be integral to the implementation of this plan. The NSDBs are multi-stakeholder and multi-sectoral committees that enable planning, coordinating and implementing the *One Pasifika* plan at the national level.

Representatives of each country's NSDB will be represented in the Members' Representative Council (MRC) at the PIDF Conference to ensure there is continuation and alignment between regional decisions and national priorities and actions. The overall Governance structure is comprised of four levels of governance with the NSDBs at the National Level and the Regional Conference at its apex.



## **THE SECRETARIAT**

The PIDF Secretariat offers support to this governance structure and is staffed by professional and support staff that offer quality support to the members and implement PIDF's mission and programme.

The Secretariat will maintain a small complement of core staff to implement the ambitious mission of PIDF and strive to bring about a paradigm shift in development in the Pacific. It is deemed important to retain PIDF as a lean organisation to ensure it remains nimble and flexible, organisational features that are admired among members and partners. This also ensures it remains focussed on its mission and there would not be any excessive mission creep, while at the same time ensuring that it is well placed to take advantage of any opportunities that come along that would advance its mission. A small staff complement will also ensure that they remain a close-knit team and support each other in achieving their own and the organisation's objectives.

The core staff may be supplemented with other resources and expertise as the need arises. The Secretariat's emphasis will however remain that it will utilise, as much as possible, the expertise within the many international, regional and national organisations with which it has special partnership agreements.

## **RESOURCING THE PLAN**

PIDF wants to take a long-term, investment-focused approach to sustainable development, where mutual interests of private sector, communities and governments will catalyse transformation toward Green-Blue Economies and result in impactful and positive change for social and environmental well-being at scale. This means consciously moving away from small scale, pilot projects and pursuing financing models that will encourage innovations and collaborative partnerships. These include the establishment of a Regional Development Trust Fund and the full and effective engagement of the private sector, whereby business arrangements will ensure sustainability.

PIDF has developed a wide range of genuine partnerships with like-minded organisations and individuals and will continue to do so. An informal network of partners from government institutions, international and regional organisations, international, regional and community-based CSOs and private sector organisations will help coordinate work associated with the achievement of the SDGs and that have contributions to make in the Pacific's Green-Blue economic transition.

## **SOUTH-SOUTH COOPERATION**

The PIDF considers South-South Cooperation as an approach to development that is complementary to the more predominant North-South Cooperation. It brings with it a number of advantages that are still not fully appreciated in the Pacific, highest of which being that it could provide solutions from countries that are closer to the Pacific island countries' level of development than are other countries from the global North.

The PIDF will develop the elements necessary to realise its mission to become the regional South-South platform for the Pacific. Among these it will initiate work on developing a regional framework for South-South cooperation. This framework will need to reflect both regional initiatives (like the Framework for Resilient Development in the Pacific and the Suva Declaration) and international instruments such as the 2030 Agenda, the Paris Agreement, the Sendai Framework and the SAMOA pathway. It also needs to reflect bilateral South-South Cooperation as well as those made under multilateral modalities through the regional organisations or the UN System.

## **MONITORING AND REPORTING**

Monitoring and reporting will be done on an annual basis, and tabled to the MRC and Leader's Summit.

A logframe accompanies this Strategic Plan with a set of outcome indicators.

In addition to the indicators identified in the logframe, PIDF will use selective indicators from the SDGs framework to measure programme progress.

## **REVIEW**

This Strategic Plan is for the period 2019 to 2030, that is, for a 12 year period. During the life of this Strategic Plan, a mid-term review will be conducted and the findings will inform PIDF Secretariat of changes that need to be made in the implementation of the Programme, whereas a final review will inform the creation of the next strategic plan.



## ANNEX I One Pasifika Goal and Objectives

#### **Programme Goal:**

By 2030, PIDF Member Countries are demonstrating sustainable Green-Blue Economy models that empower people and safeguard their environment and social fibre with full and active participation of their government institutions, civil society and the private sector.

#### M Cluster: Mainstreaming Green/Blue Economy

**M1.** To establish Green Growth Frameworks or integrate Green-Blue Economy principles in PIDF member countries' National Development Plans and support them in planning for implementation.

**M2.** To ensure that through a Green Audit mechanism, policy contributes positively to sustainable development for the benefit of people and environment.

**M3.** To support PIDF member countries reform and develop education curricula to reflect the principles of Green-Blue Economy and the Sustainable Development Goals for both formal and non-formal education.

**M4.** To introduce community leaders, traditional leaders and resource owners to concepts of Green-Blue Economy and Sustainable Development and the benefits of multi-stakeholder processes and participatory democracy to address the needs of their communities.

**M5.** To manage a Pacific Green Business Centre to support the Private Sector to design and implement strategies for making their businesses more environmentally and socially sustainable while remaining profitable, and promoting a sustainable Green-Blue Economy approach in industries such as Sustainable Tourism, Agriculture and Forestry.

**M6.** To incorporate the value of ecosystem services into development decision making by developing tools/frameworks that ensure these are truly reflected in national policy.

#### **R Cluster: Adaptive Solutions for Island Resilience**

**R1.** To mobilise leadership, resources and technical knowledge needed to promote a sustainable Blue Economy which will ensure sustainable management and restore Ocean resources to safeguard biodiversity and sustainable livelihoods of Pacific people now and in the future.

**R2.** To work with towns and cities, village and island communities to transform them into Green Cities, Green Towns, Green Villages and Green Islands in accordance with principles of Green Economy and Sustainable Development, at the same time improving their resilience to natural disasters and climate change events.

**R3.** To promote and support sustainable land management particularly to protect soil and water resources and establish a sustainable financing mechanism through the use of green taxation and other income generation models, to finance the restoration of forests and other critical habitats in PIDF member countries.

**R4.** To encourage policy incentives for healthy and happy lifestyles to address the primary causes of non-communicable diseases (NCDs), address vector-borne diseases and mental health, and support traditional healing methods and the use of ICT for health services.

#### C Cluster: Climate Action

**C1.** 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, and advocate for all the high ambition clauses in the Suva Declaration.

**C2.** To support countries with the development of national and regional renewable energy frameworks, the implementation of Nationally Determined Contributions and implementation of decarbonisation plans for this to be achieved in the years 2030 to 2050 by addressing policy, regulatory and financial obstacles.

**C3.** To promote sustainable land, sea and air transport, through advocacy and innovative approaches that would serve the development needs of communities in an economic and ecological manner, with a special focus on outlying island communities.

**C4.** To provide innovative approaches to natural and climate induced disaster response to bridge the gap between development and humanitarian response and establish regional and national policy that safeguards the rights of persons displaced by climate change.

#### I Cluster: Institutional Arrangements

**11.** To coordinate the operations of PIDF's Governance structure

**12.** To operate and capitalise the Regional Development Trust Fund (RDTF)

**I3.** To engage new membership and improve member services

**I4.** To establish and support a network of partners from regional and international organisations active in the Pacific to promote coordination and cooperation in action relating to Green-Blue Economy.

15. To strengthen partnership with national, regional and international entities

16. To benchmark PIDF's operations to international standards (ISO)

**17.** To transform the PIDF HQ into a model Green office

**18.** To create better visibility for PIDF, its Programme and activities

**I9.** To develop a 10 year strategic plan for the period 2030 – 2040.

Pacific Islands Development Forum STRATEGIC PLAN 2019-2030

## ANNEX II PIDF Leaders' 10 Priorities

maps and other initiativ le Energy 4 All (SE4All).

In 2013 PIDF Leaders identified ten priorities for the Pacific. The Leaders' ten priorities are as relevant today as they were in 2013 and the Secretariat feels that, together with the SDGs, they still provide a good guide for the PIDF programme.





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