



ORGANISATION OF **AFRICAN,**
CARIBBEAN AND **PACIFIC STATES** (OACPS)

STRATEGIC PLAN

THE SECRETARIAT OF THE ORGANISATION
OF AFRICAN, CARIBBEAN
AND PACIFIC STATES

BECOMING
A CENTRE OF
EXCELLENCE

2022
2025

ACKNOWLEDGEMENTS

The Strategic Plan for 2022-2025 was drafted by an Internal Secretariat Reflection Group, led by the Office of the Secretary-General, which consisted of representatives from each of the five departments of the Secretariat of the OACPS:

Ms Karen Henry (AFHR)
Mr Peter Wekesa (ECA)
Mr Motooa Rammoneng (MDFP)
Ms Aya Kasasa (PAHD)
Mrs Yvonne Chileshe (SETT)

Ms Josephine Byalugaba (OSG)
Mr Andrew Bradley (OSG)

The Reflection Group was ably assisted and guided by Dr Jan Vandemoortle in the realisation of the Plan.

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ACRONYMS AND ABBREVIATIONS

ABS	Access to Benefit Sharing
ACP	African, Caribbean and Pacific
AFHR	Administration, Finance and Human Resources
AU	African Union
BIOPAMA	Biodiversity and Protected Areas Management Programme
CARICOM	Caribbean Community
CARIFORUM	Caribbean Forum
CEMAC	Economic and Monetary Community of Central Africa
COMESA	Common Market for Eastern and Southern Africa
COVID-19	Coronavirus Disease of 2019
EAC	East African Community
ECA	Environment and Climate Action
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
EDF	European Development Fund
EPG	Eminent Persons Group
ETF	Endowment and Trust Fund
EU	European Union
FO	Farmers' Organisations
GCCA+	Intra-ACP Global Climate Change Alliance Plus
ICT	Information and Communication Technology
IGAD	Intergovernmental Authority on Development
IOC	Indian Ocean Commission
IROCC	Inter-Regional Organisations Coordination Committee
ISO	International Organization for Standardization
LDCs	Least Developed Countries
LLDCs	Landlocked Developing Countries
MDFP	Macro-Economics, Development Finance and Programming
MEA	Multilateral Environmental Agreement
NDICI	Neighbourhood, Development and International Cooperation Instrument (also known as Global Europe)
OACPS	Organisation of African, Caribbean and Pacific States
OECS	Organisation of Eastern Caribbean States
OSG	Office of the Secretary-General
PAHD	Political Affairs and Human Development
PIFS	Pacific Islands Forum Secretariat
PMER	Planning, Monitoring, Evaluation, and Reporting
PSD	Private Sector Development
SADC	Southern African Development Community
SDG	Sustainable Development Goal
SETT	Structural Economic Transformation and Trade
SIDS	Small Island Developing States
SME	Small and Medium-sized Enterprise
SP	Strategic Plan
SS & TC	South-South and Triangular Cooperation
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToC	Theory of Change
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development

FOREWORD



It is a great honour and privilege to present the Strategic Plan of the Secretariat of the Organisation of African, Caribbean and Pacific States (OACPS) for the period 2022 to 2025. In my inaugural address to the then African, Caribbean and Pacific (ACP) Committee of Ambassadors on 02 March 2020, I made the commitment to dedicate our time and effort to implement change in order to carry out the necessary processes of reinvention, realignment and repositioning of our Organisation. This Strategic Plan will guide the transformation of the Secretariat into a Centre for Excellence.

The revitalisation of multilateralism is vital to address the major challenges faced by the 79 Members of the OACPS, including the recovery from the COVID-19 pandemic, the mitigation and reversal of climate change, and the attainment of the Sustainable Development Goals (SDGs). The more than one billion citizens of the Members of the OACPS face additional challenges of food security, global security, coastal erosion, loss of biodiversity, migration, and growing inequalities. All these challenges have a supra-national dimension in common, and thus require a multilateral approach that is equitable, and rules-based.

The overall objective of the organisation is to be a well-respected and effective player in the multilateral arena. Through South-South and Triangular Cooperation, it will contribute to stronger and more effective multilateralism, based on its rich and relevant diversity in economic, political, social, and cultural experiences and approaches.

This Strategic Plan charts the Secretariat's transition over the next three years. The Secretariat will maintain the functioning of the various organs of the OACPS, foster stronger intra-OACPS cooperation and collaboration, consolidate the partnership with the EU, and secure new alliances.

In an effort to become a Centre of Excellence, its structure, management systems, and work processes will be modernised. Its capacities will be adapted to better support the organisation, the Member States, and Regions. The financing of the Secretariat will be put on a stable and sustainable foundation.

The next few years will present several stress tests for the multilateral system. The Secretariat is determined to be fit for purpose, so that the Organisation can continue to play a constructive role in seeking common understanding and undertaking joint actions.

Our Strategic Plan reflects our ambition for change, our aspiration for excellence, our commitment to deliver results, and our goal to make a meaningful difference to the lives of the peoples of the OACPS.

In the words of President Nelson Rolihlahla Mandela, *"There is no passion to be found in playing small – settling for a life that is less than the one you are capable of living"*. Together we are stronger, and together we can succeed.

Georges Rebelo Pinto Chikoti
Secretary-General



MISSION AND VISION OF THE 2022-2025 STRATEGIC PLAN



The OACPS is a respected and effective international organisation that fosters resilient societies and sustainable economies in the Member States and Regions, and that strives to revitalise multilateralism through dialogue, partnerships, and appropriate action.

MISSION STATEMENT

The Secretariat assists the OACPS to fulfil internationally agreed commitments and obligations, and promotes the equitable integration of its Members into the international community and global economy, through solidarity and unity in diversity.

CONTEXT: CHALLENGES AND OPPORTUNITIES

The global scene is witnessing major geopolitical and economic shifts, accompanied by deepening crises that demand urgent and concerted actions at the international level. Climate change, biodiversity loss, migration, global security, food security, and sustainable and inclusive development are among the major concerns for the global community. In addition, the COVID-19 pandemic puts decades of human progress in jeopardy and exposes deep-seated inequities, most obviously in the form of carbon inequality. All Members of the OACPS will need support and resources to overcome its impact and to prepare themselves for other potential pandemics in the future.

The OACPS became an international organisation in 2020. Its 79 Member States represent a combined population of more than 1.1 billion people, accounting for more than 90% of the Small Island Developing States (SIDS), 80% of the Least Developed Countries (LDCs), and 45% of the Landlocked Developing Countries (LLDCs). The majority are commodity dependent, deriving at least 60% of their export earnings from commodities.¹

Apart from their numerical strength, the Member States constitute a unique group of countries, covering three geographic spaces, with a rich social, economic, cultural and political diversity, as well as serving as enablers for development and cooperation. The aim of the Organisation is to enhance intra-OACPS cooperation and collaboration to foster closer relations in political, social, economic and cultural domains, including through South-South and Triangular Cooperation. The Organisation maintains

long-standing relations with the European Union (EU), as well as with other traditional and strategic partners. The OACPS aims to speak with one voice and to act as a single entity in the international arena, on all issues of common interest to the Member States.

The Members of the OACPS are facing common challenges on an unprecedented scale; the most pressing of which are climate change and the COVID-19 pandemic. Climate change and environmental degradation represent existential threats. Member States are particularly vulnerable to frequent and devastating hurricanes/cyclones, droughts, famines, and floods, with severe implications for human lives, livelihoods, and the very survival of societies. The Member States are bearing a disproportionate burden of climate change whilst having weak capacities and infrastructures to cope with these external shocks.

¹ UNCTAD Report on State of Commodity Dependence 2021.

Multilateralism will be vital in addressing these global challenges. More than ever before, the multilateral system is crucial in seeking common understanding, agreed solutions, and joint action. Strategies will have to be developed together to address the challenges that affect everyone. A dialogue among sovereign countries can only be considered fruitful if the decisions that ensue take into account all those who will undergo its consequences. The constituent act of the OACPS, the Georgetown Agreement as revised in 2019, advocates for a multilateral system that is fair, equitable and rules-based, and which contributes to the sustainable and inclusive development of the Member States.

At the same time, the present international order is framed by the shifting centre of gravity in the world economy and a growing disillusionment with globalisation. The inadequacy of existing rules and institutions to meet the formidable challenges creates a perception of weakening multilateralism. In addition, the changes in policy orientation of the EU and the United Kingdom constitute important shifts in the international landscape for Members of the OACPS.

By forging alliances and deeper collaborations with traditional and strategic partners, the OACPS intends to become a respected leader in fostering an international consensus on the most pressing global challenges. The new OACPS-EU Partnership Agreement provides an important window of opportunity to jointly identify mutual priorities in the global arena, and to cooperate to address these challenges.

The Strategic Plan of the OACPS Secretariat for 2022-2025 is set against the aforementioned background. It fully takes into account the operationalisation of the Revised Georgetown Agreement, the discharge of decisions of Summits of OACPS Heads of State and Government, as well as the OACPS Council of Ministers, and the implementation of the new OACPS-EU Partnership Agreement.

GLOBAL CONTEXT AT A GLANCE

Multi-polar world, geopolitical and economic shifts, weakening multilateralism

Impact of the COVID-19 pandemic

Attainment of the SDGs and implementation of the Paris Agreement

New EU perspectives (global role, Brexit)

Multiplicity of challenges - infra-structural development; resource management, including food security; environmental sustainability and climate change; financial/economic; poverty; political, social/cultural; demographics; health; education; and conflict, peace and security

Revised Georgetown Agreement

New OACPS-EU Partnership Agreement



ADDED VALUE AND COMPARATIVE ADVANTAGE OF THE SECRETARIAT OF THE OACPS

The Secretariat will provide administrative, technical, and strategic policy support to ensure the smooth functioning of the organs of the OACPS², including the established subsidiary and consultative organs³, and joint institutions established with external parties. Fostering closer relations and enhancing engagements with Member States will allow the Secretariat to contribute to the strengthening of OACPS unity and solidarity. The Secretariat will collaborate with the National Focal Points related to the mandate of the OACPS. It will establish satellite offices, as appropriate, to carry out specialised functions, in keeping with the OACPS' mandate.

The Secretariat, which is the executive arm of the Organisation, is located in Brussels, commonly referred to as the 'Capital of Europe'. It is thus well positioned to facilitate dialogue with the EU and other international organisations and development agencies. During the negotiations of the new OACPS-EU Partnership Agreement, the Secretariat facilitated the process by providing technical and administrative support to OACPS negotiating teams.

As a Member-driven organisation, the Secretariat facilitates and convenes meetings of the representatives of its Member States with actors in the public and private sectors across

the three continents, as well as with civil society and other partners at the international, regional, continental, and national levels.

The Secretariat also facilitates the implementation of all-OACPS, continental, regional and national programmes and projects funded by the EU.

The Secretariat maintains the OACPS' institutional memory. Its expertise is used for knowledge-sharing, which allows for the adaptation of projects and programmes to meet the specificities of its Member States and Regions.

ADDED VALUE AND COMPARATIVE ADVANTAGE OF THE OACPS



Convening Power
Depository of knowledge
Brussels location
Facilitator of dialogue
Cross fertilisation of ideas
Programme Management
Expertise in EU financial management
Knowledge of Members and Regions of the OACPS
Negotiating expertise
Wide range of partnerships

² Summit of Heads of State and Government, Council of Ministers, Sectoral Ministerial Committees, Committee of Ambassadors, OACPS Parliamentary Assembly, and their respective Troikas.

³ Inter-Regional Organisations Coordination Committee, Business Forum, SIDS Forum, Cultural Foundation, and National Focal Points.

STRATEGIC APPROACH

The Strategic Plan is anchored in the Revised Georgetown Agreement (2019), which establishes the OACPS as a new international organisation. The report by the Eminent Persons Group (EPG) (2016) and the decisions of Summits of ACP Heads of State and Government also provide relevant background information.

This Plan captures the overall strategic objectives of the Secretariat, which will provide the overarching strategic framework for the departments of the OACPS. Detailed, ensuing objectives and work plans will be developed by Departments. The Strategic Plan is geared towards seizing opportunities amid transition and uncertainty. Given the complexity and the fast-paced nature of today's world, the Strategic Plan aims to strike a judicious balance between clear and firm objectives and a sufficient degree of flexibility and adaptability.

Previous strategic plans have not benefited from mid-term or final evaluations, limiting the range of lessons learnt to inform this plan. This makes a standard analysis of strengths, weaknesses, opportunities and threats, hard to conduct. Yet the Secretariat is determined to instil an adequate monitoring and evaluation system in order to enhance the effectiveness and efficiency of the current Plan.

The five main strategic objectives of the OACPS Secretariat for the period 2022-2025, together with the main outcomes and the related outputs, are as follows:



STRATEGIC OBJECTIVE 1 : Enhancing intra-OACPS cooperation and collaboration

Internal cohesion is essential for the OACPS to negotiate fair and equitable agreements with partners in vital areas such as climate change, sustainable development, trade, and finance.

OUTCOME 1.1: Sustainable and inclusive development in OACPS Members and Regions

Outputs:

- An Intra-OACPS Policy Framework for cooperation and collaboration is agreed and applied;
- Regular engagements between the Secretariat and Member States and Regions are effective at all levels;
- Effective working relations are established between the Secretariat and Regional Organisations and Commissions;
- Member States are supported to formulate and implement policies for sustainable development and human progress; and
- Member States equitably engage with global economic, political, social and cultural developments.

OUTCOME 1.2: Programmes in support of the 2030 Agenda, the Sustainable Development Goals (SDGs), and the Paris Agreement on Climate Change

Outputs:

- Member States are supported to implement agreed multilateral agreements and commitments to drive the sustainable agenda for people, planet, and prosperity; and
- Capacities of national, regional, continental and all-OACPS institutions are strengthened for disaster risk reduction and resilience to climate-related risks and natural hazards, including the protection and management of island and ocean ecosystems.

OUTCOME 1.3: Improved knowledge and expertise in South-South and Triangular Cooperation

Outputs:

- Platforms are established and a compendium is compiled for the knowledge and experience in SS & TC;
- Knowledge-sharing systems for SS & TC are operational;
- Memoranda of Understanding are developed with active players in SS & TC; and
- SS & TC is mainstreamed in OACPS programmes and projects.

OUTCOME 1.4: Operationalised Georgetown Agreement, as revised in 2019, for the benefit of Members and Regions of the OACPS

Outputs:

- All Members sign or ratify the Agreement;
- All provisions of the Agreement are implemented, and all organs are operationalised; and
- Subsidiary and consultative bodies are operationalised and functional.



STRATEGIC OBJECTIVE 2:

Enhancing and broadening the role and visibility of the OACPS on the international scene

The OACPS aims to be an international organisation that revitalises multilateralism through inclusive dialogue and equitable partnerships.

OUTCOME 2.1: Reinforced capacity to monitor the global, political and development agendas

Outputs:

- Collective and common interests of Member States and Regions are promoted and protected in international fora;
- Partnerships with the UN and other multilateral partners are strengthened;
- Policy papers in support of the OACPS' role in international fora are produced; and
- Policy exchanges with third parties are conducted and enhanced.

OUTCOME 2.2: Improved visibility and enhanced impact of the OACPS

Outputs:

- Practical plans regarding communication, advocacy and visibility are developed and implemented at national, regional, continental and all-OACPS levels;
- Target audiences for OACPS matters and activities are identified and increased; and
- Presence, image, relevance, and visibility of the OACPS are enhanced.



STRATEGIC OBJECTIVE 3:

Securing new alliances and strengthening the partnership with the EU

The OACPS aims to use, mobilise, and leverage other actors to maximise the collective impact vis-à-vis its mandate. Due to historical factors, the OACPS has enjoyed a special relationship with the EU, which will be sustained and strengthened. Simultaneously, the Organisation will broaden its partnerships with other relevant organisations.

OUTCOME 3.1: Consolidated and expanded relationship with the EU

Outputs:

- New Partnership Agreement is signed, ratified, and implemented;
- Joint bodies are established, as agreed, and fully operationalised;
- Ongoing Intra-ACP programmes and projects are successfully implemented, with additional ones identified, formulated, and implemented under the EU's Neighbourhood, Development and International Cooperation Instrument (NDICI) - "Global Europe";
- The working of joint OACPS-EU institutions is enhanced; and
- Coordination in the programming of resources is strengthened, including with implementing agencies and regional partners.

OUTCOME 3.2: Strengthened and enhanced partnerships with multilateral institutions, third countries, and international and regional organisations

Outputs:

- Engagement with international organisations and other relevant bodies is broadened;
- Number of demand-driven partnerships is increased; and
- Relevant Memoranda of Understanding, including with OACPS-EU beneficiary organisations, are agreed or updated, and implemented.



STRATEGIC OBJECTIVE 4:

Adapting and modernising the OACPS Secretariat

The next three years will be a period of transition for the OACPS. For the Secretariat to provide adequate support to ensuring the smooth functioning of the organs of the newly established organisation, its structure, size, capacities and management systems will need to be fit for purpose.

Outcome 4.1: A restructured and modernised Secretariat to adequately support the various organs of the Organisation

Outputs:

- Structure, management systems, and work processes are reviewed and improved;
- Quality control system is developed and implemented;
- Effective planning, monitoring, evaluation and reporting frameworks are put in place;
- Relevant policy papers are issued; and
- Institutional capacities for gender mainstreaming and youth participation and empowerment are developed.

Outcome 4.2: Improved servicing of OACPS organs and joint institutions

Outputs:

- Human Resource development programmes are developed and implemented;
- Improved administrative and financial systems are operationalised;
- Modern ICT tools are acquired and utilised; and
- Functioning of OACPS organs is reviewed and aligned.



STRATEGIC OBJECTIVE 5:

Achieving sustainable financing of the Secretariat

For the Secretariat to reform and provide adequate support in an efficient and effective manner, it will be important to put its financing on a stable and sustainable foundation.

Outcome 5.1: Existing funding sources are improved

Outputs:

- A new scale of contributions by Member States is developed, adopted and implemented;
- Voluntary contributions from Member States are secured, including through SS&TC;
- The Secretariat becomes EU Pillar compliant; and
- The Endowment and Trust Fund is fully operational.

Outcome 5.2: Diversification of funding sources

Outputs:

- A resource mobilisation strategy is developed and implemented;
- New partnership agreements for development finance are signed and implemented; and
- New financing/investment windows are created within the Endowment and Trust Fund.



KEY INDICATORS

The selected indicators for monitoring and evaluating the implementation of the Strategic Plan will be kept to the strict minimum, whilst accepting that capturing all relevant dimensions of progress may require an expanded set. Not only will they be relevant vis-à-vis the desired outputs and outcomes, but they will also be verifiable and measure results that are attributable to the actions undertaken by the Secretariat.

Yet, real-world situations seldom lend themselves to clear-cut disentanglements. Progress on the ground is rarely the result of one activity undertaken by a single actor. Attribution issues will be addressed by including process indicators, in addition to the standard result indicators.

The selected indicators will comprise the relevant parts of the internationally agreed 'SDG

Indicator Framework'. The list will also include specific indicators, such as the relative increase in intra-OACPS trade, percentage increases in the levels of funding, number of new partnerships developed, percentage increase in gender and youth mainstreaming of programmes and projects, and percentage of programmes and projects with mainstreamed SS & TC.



RISK MANAGEMENT

The Secretariat recognises the importance of a rigorous risk assessment. Several risks may negatively affect the implementation of the Strategic Plan and the transition of the Secretariat into a Centre of Excellence.

A shortage in human and financial resources may prevent the efficient and appropriate implementation of activities. The inadequate development of the IT infrastructure and equipment may also affect the outcomes. Others relate to the organisational structure, or insufficient

clarity of applied accounting standards. The limited visibility or perceived value added of the Organisation, as well as the political influence of national interests in the governance of the Secretariat, could also affect the achievements.

The anticipated key risks include:

- Prolonged and profound impact of climate change and the COVID-19 pandemic;
- Reduced capacities of Member States, Regions, and institutions to implement programmes and projects;
- Insufficient political will to support the transition of the Secretariat;
- Limited capacities of the Secretariat, both human and financial;
- Limited collaboration among stakeholders and/or their unwillingness to engage;

- Difficulties to operationalise and implement the Georgetown Agreement, as revised in 2019, and the new OACPS-EU Partnership Agreement;
- Limited intra-OACPS cooperation and participation, and inadequate engagement from Member States and Regions; and
- Insufficient willingness and capacity of all stakeholders to embrace change and the use of ICT tools.

During the period of the Strategic Plan, the Secretariat will endeavour to adopt the international standard, ISO 31000, which provides a structured approach to risk management. Based on the standard, a risk management strategy, followed by relevant policies and procedures, will be developed to allow for the adequate assessment and monitoring of

risks at the project, programme, structural and strategic levels.

The management of risks will take place at all levels, and the Secretariat will regularly assess and monitor risks, and integrate risk management into annual plans.



KEY IMPACT AREAS

Our work is concentrated in four key impact areas, which is complemented by two cross-cutting themes:

I) Sustainable and inclusive development

The attainment of the SDGs will help us to reduce poverty and achieve sustainable, inclusive growth and socio-economic development, which allow for the empowerment of the people of the OACPS:

- Investment, and private sector development
- Trade, including multilateral trade
- Health
- Education
- Science, technology, and innovation
- Research
- Cultural industries and other cultural activities.

II) Governance and peace building

This entails improving the effectiveness of governance systems, including public institutions, and building and sustaining peace to promote OACPS objectives and values of solidarity and unity through:

- Democracy, rule of law, respect for human rights, inclusive governance
- Conflict management, peace, security, and stability
- Migration
- Non-State Actors.

III) Environment and Climate change

Sustainable use and conservation of the environment, management of natural resources, and implementing the Paris Agreement will result in:

- Environmental integrity
- Food and nutrition security
- Disaster risk reduction and management
- Resilience, adaptation, and climate change mitigation
- Climate finance
- Ocean governance.

IV) Multilateralism and global governance

This entails promoting international dialogue and seeking multilateral solutions to drive global action. Influencing the global agenda, and strengthening partnerships and innovations in support of Members and Regions of the OACPS with:

- Partnerships and alliances
- Rules-based global order
- Multi-stakeholder governance.



CROSS-CUTTING THEMES

Women: Promotion of gender equality; protection and empowerment of women and girls.

Youth: Young people and other vulnerable groups engaged and empowered to participate meaningfully in political and development processes.

Key Impact Areas	Relevant Sustainable Development Goals (SDGs)
Sustainable and inclusive development	<ul style="list-style-type: none"> 1 - End poverty in all its forms everywhere; 2 - End hunger, achieve food security and improved nutrition and promote sustainable agriculture; 3 - Ensure healthy lives and promote well-being for all at all ages; 4 - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; 5 - Achieve gender equality and empower all women and girls; 8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 9 - Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation; 10 - Reduce inequality within and among countries; 11 - Make cities and human settlements inclusive, safe, resilient and sustainable; 17 - Strengthen the means of implementation and revitalize the global partnership for sustainable development.
Governance and peace building	<ul style="list-style-type: none"> 10 - Reduce inequality within and among countries; 16 - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
Environment and climate change	<ul style="list-style-type: none"> 1 - End poverty in all its forms everywhere; 2 - End hunger, achieve food security and improved nutrition and promote sustainable agriculture; 6 - Ensure availability and sustainable management of water and sanitation for all; 12 - Ensure sustainable consumption and production patterns; 13 - Take urgent action to combat climate change and its impacts; 14 - Conserve and sustainably use the oceans, seas and marine resources for sustainable development; 15 - Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss; 17 - Strengthen the means of implementation and revitalize the global partnership for sustainable development.
Multilateralism and global governance	All SDGs
Cross-cutting themes	All SDGs



THEORY OF CHANGE (TOC)

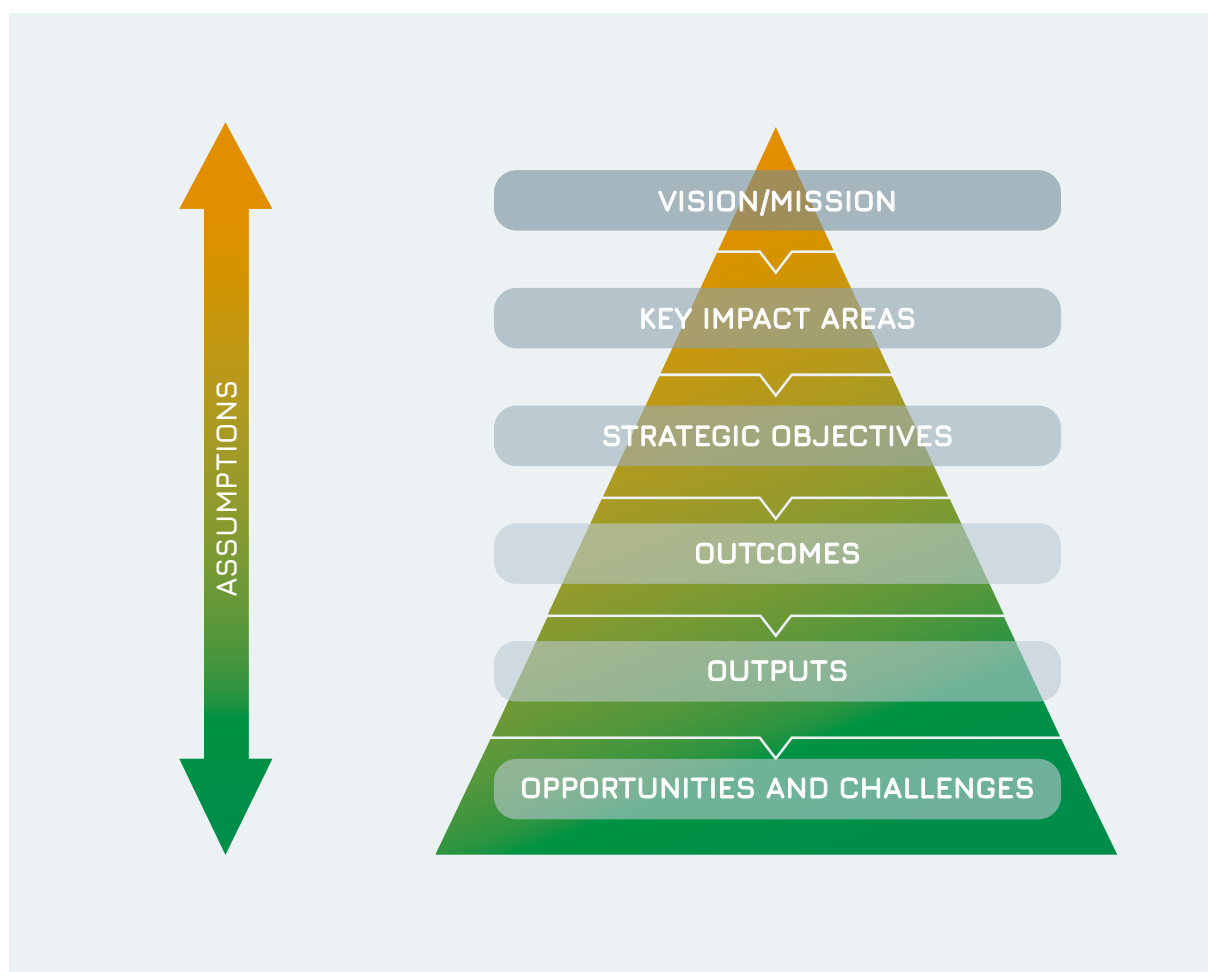
The SP 2022-2025 will, for the first time, follow a Theory of Change (ToC) approach that will guide the work of the OACPS Secretariat. A ToC approach is a representation of how and why a complex change process will succeed, given specific assumptions. It provides a blueprint of all the building blocks needed to achieve the longer term goals of a particular intervention/activity.

A ToC is a comprehensive description of how and why a desired change is expected to happen in a particular context. It does this by first identifying the desired long-term goals and then works back from these to identify all the conditions (outcomes) that must be in place (and how these relate to one another causally) for the goals to occur. Such theories of change will enable the Secretariat to target its interventions and effect a greater impact.

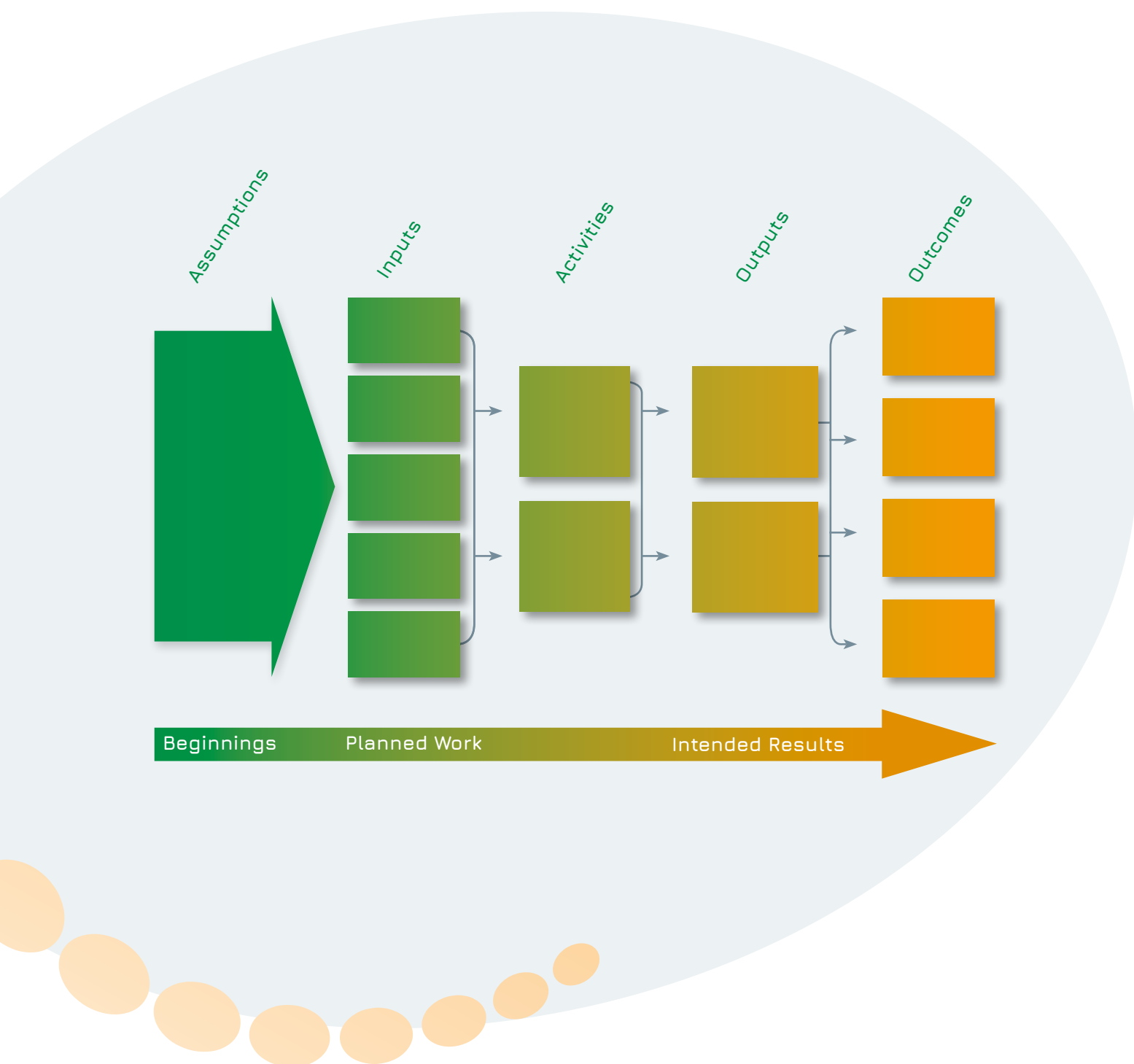
The ToC approach will provide context-adapted strategic guidance to the work of the Secretariat, while ensuring flexibility and adaptability rather than rigidity. Departmental projects/programmes will develop indicators linked to the theories of change. Periodic reviews will be conducted to evaluate the progress of strategy implementation, and of the continued validity of the theories of change, as part of the Secretariat's new (to be developed) Planning, Monitoring, Evaluation, and Reporting (PMER) Framework. One of the objectives of the PMER

Framework is to better capture results and impact. An overarching ToC approach has been developed for the Secretariat as a whole, while specific theories of change will be developed at the level of Departments and Units. These theories of change will complement the utilisation of logframes at the project/programme level. The adoption of the ToC approach responds to demands from Members and Partners of the OACPS for improved coordination and effectiveness, as well as the efficient utilisation of resources.

The following diagram outlines the Secretariat's overarching generic ToC approach:



The diagram below reflects the pathways to follow to achieve the desired change:





PLANNING, MONITORING, EVALUATION AND REPORTING

Based on the overarching objectives of the Strategic Plan 2022-2025, the Departments and Units of the Secretariat will develop departmental/unit work plans. These annual work plans will be consolidated to provide the basis for and to guide the development of the Secretariat's annual work programme. These departmental/unit annual work plans, as well as the Secretariat's composite annual work programme will constitute the main framework for the implementation of the SP. The PMER Framework will ensure systematic collection of evidence to enable the Secretariat to better monitor, adjust, learn lessons and increase the chances of sustainable impact, while assessing the effective utilisation of the budget.

The Secretariat is to appoint an Expert in the Office of the Secretary-General who will oversee all aspects related to planning, monitoring, evaluation, and reporting. The new SP period (2022-2025) will coincide with the development and implementation of a PMER Framework that will benefit the Organisation and partners. To this end, the best practices and good examples of the PMER system currently in use for partners, will be maintained, adapted, and integrated into the new Framework.

In light of the need for SP alignment with the SDG agenda and objectives of the Paris Agreement on Climate Change, a monitoring system, at the strategic priority level with indicators, will be developed with appropriate linkages to the Secretariat's priorities.

The level of contribution to the strategic priorities, outcomes, and outputs (with their corresponding indicators, baselines and targets) will be monitored, evaluated and reported on through Departments/Units as the delivery mechanism. The first part of the implementation of the SP will involve the establishment of the baselines for each of the indicators as well as the setting of targets. Each results area will be tracked through the established performance markers from strategic priorities, outcomes, outputs, activities and tasks.

The results will be presented in an annual report via the OACPS Committee of Ambassadors to the OACPS Council of Ministers on the performance of the Secretariat in achieving the priorities of the SP. Periodic evaluations of the progress of implementation will take place to provide guidance, should there be a need for adjustments.

The PMER Framework will incorporate annual staff performance objectives and individual performance assessments.

A coordinated and inclusive approach to planning, monitoring, reporting, and evaluation will enable the Secretariat to increase its effectiveness. Improved coordination will reduce overlap and duplication, improve implementation, and enhance results. See the following diagram for an indicative flow chart of elements of the PMER Framework.

Elements of the PMER Framework





DELIVERY PLAN

The assumption is made that the annual budget of the OACPS Secretariat during the period of this Strategic Plan will amount to between Euro 12 and 15 million in 2022, to gradually increase to between Euro 20 and 25 million towards 2025. The foreseen increase in the budget will be as a result of additional resource mobilisation efforts, including contributions made to the Endowment and Trust Fund (ETF).

A mid-term review of this Strategic Plan will take place in the second half of 2023. A final comprehensive evaluation will be conducted towards the end of 2024 to guide the incoming Management Team of the Secretariat in the development of a strategy for the period 2026-2030.

After the finalisation of the Strategic Plan, a comprehensive implementation Logical Framework will be developed. The Logical Framework will guide the Delivery Plan, which will consist of annual Work Plans. The Delivery Plan will identify priorities in line with the anticipated and available financial resources, as well as outcomes in line with the Logical Framework.



REFERENCES

- Georgetown Agreement, as amended in 2019.
- Decisions/Declarations of the Summits of ACP Heads of State and Government.
- Agenda 2030 and the Sustainable Development Goals.
- Paris Declaration on Climate Change.
- New OACPS-EU Partnership Agreement.
- OACPS website.



ABOUT THE OACPS

The Organisation of African, Caribbean and Pacific States (OACPS), which became an international organisation on 5 April 2020, evolved from the African, Caribbean and Pacific (ACP) Group of States, founded through the Georgetown Agreement in 1975. An intergovernmental association made up of 79 countries from across the global South – 48 from sub-Saharan Africa, 16 from the Caribbean, and 15 from the Pacific – the OACPS constitutes the largest trans-regional intergovernmental association of developing States, serviced by a fully staffed Secretariat in Brussels, Belgium. The former ACP Group and now the OACPS signed on to successive and comprehensive legally binding partnership treaties with the European Union (EU), covering trade, development cooperation, and political dialogue/partnership.

Reflective of the geopolitical environment across the globe, the ACP Group was founded, during the post-decolonisation period, amid a growing sense of commonality among developing countries of the global South vis-à-vis the industrialised North. The establishment of the ACP Group as an organisation in its own right was a manifestation of the will of developing countries from the ACP regions to join forces to defend their shared interests in relevant domains.

The diverse membership of the OACPS is bound together by common values and objectives. The main goals of the OACPS centre around the sustainable development of its Members and Regions, and their gradual integration into the global economy with the ultimate objective of poverty reduction and eventually eradication; promotion of multilateralism and global solidarity; increased intra-OACPS cooperation; coordination of OACPS activities in the framework of the Partnership Agreement with the European Union; consolidation of unity and solidarity among Members of the OACPS; establishment and strengthening of peace, security, and stability in free and democratic societies; and the empowerment of women and youth.

The Organisation is cognisant of the fact that global dynamics are changing, and that today's multi-polar world is characterised by competing geo-political interests; challenges to multilateralism; peace, stability and security concerns; and unprecedented constraints to the free movement of people. Notwithstanding these changes, the OACPS is united, vibrant, and relevant, and continues to serve the collective interests of its Members and Regions. The Organisation is proud of its solidarity and its growing capability to support South-South, Triangular and North-South cooperation.



Annex I - Members of the OACPS

The Republic of Angola
Antigua and Barbuda
The Commonwealth of the Bahamas
Barbados
Belize
The Republic of Benin
The Republic of Botswana
Burkina Faso
The Republic of Burundi
The Republic of Cameroon
The Republic of Cabo-Verde
The Central African Republic
The Republic of Chad
The Union of the Comoros
The Democratic Republic of Congo
The Republic of Congo
The Cook Islands
The Republic of Côte d'Ivoire
The Republic of Cuba
The Republic of Djibouti
The Commonwealth of Dominica
Dominican Republic
The State of Eritrea
The Kingdom of Eswatini
The Federal Democratic Republic of Ethiopia
The Republic of Fiji
The Gabonese Republic
The Republic of the Gambia
The Republic of Ghana
Grenada
The Republic of Guinea
The Republic of Guinea-Bissau
The Republic of Equatorial Guinea
The Co-operative Republic of Guyana
The Republic of Haiti
Jamaica
The Republic of Kenya
The Republic of Kiribati
The Kingdom of Lesotho
The Republic of Liberia
The Republic of Madagascar

The Republic of Malawi
The Republic of Mali
The Republic of the Marshall Islands
The Islamic Republic of Mauritania
The Republic of Mauritius
The Federated States of Micronesia
The Republic of Mozambique
The Republic of Namibia
The Republic of Nauru
The Republic of Niger
The Federal Republic of Nigeria
Niue
The Republic of Palau
The Independent State of Papua New Guinea
The Republic of Rwanda
The Federation of Saint Christopher and Nevis
Saint Lucia
Saint Vincent and the Grenadines
The Independent State of Samoa
The Democratic Republic of São Tomé and Príncipe
The Republic of Senegal
The Republic of Seychelles
The Republic of Sierra Leone
Solomon Islands
The Federal Republic of Somalia
The Republic of South Africa
The Republic of the Sudan
The Republic of Suriname
The United Republic of Tanzania
The Democratic Republic of Timor-Leste
The Togolese Republic
The Kingdom of Tonga
The Republic of Trinidad and Tobago
Tuvalu
The Republic of Uganda
The Republic of Vanuatu
The Republic of Zambia
The Republic of Zimbabwe

Annex II - OACPS Regional Organisations and Commissions/ Members of the Inter-Regional Organisations Coordination Committee (IROCC)

The African Union Commission (AU)
The Caribbean Community (CARICOM)
The Caribbean Forum (CARIFORUM)
The Common Market for Eastern and Southern Africa (COMESA)
The East African Community (EAC)
The Economic Community of Central African States (ECCAS)
The Economic and Monetary Community of Central Africa (CEMAC)
The Economic Community of West African States (ECOWAS)
The Indian Ocean Commission (IOC)
The Intergovernmental Authority on Development (IGAD)
The Organisation of Eastern Caribbean States (OECS)
The Pacific Island Forum Secretariat (PIFS)
The Southern African Development Community (SADC)

Annexe III - Ongoing EDF Intra-ACP PROGRAMMES (with ending date and relevant SDGs)

1. HUMAN AND SOCIAL DEVELOPMENT

- EDF Contribution to Global Fund (March 2022) **[SDG 3, 8]**
- Contribution to Health Systems Strengthening in ACP (April 2026) **[SDG 3]**
- EDF Contribution to the Global Partnership for Education (October 2024) **[SDG 3]**
- ERASMUS Programme (December-2022) **[SDG 4]**
- ACP-EU programme to strengthen Research & Innovation capacity in ACP countries (December 2025) **[SDG 9]**
- ACP-EU Culture Programme (January 2025) **[SDG 8, 17, 5]**
- Third phase of the Participatory Slum Upgrading Programme-PSUP 3 (May 2022) **[SDG 11, 1, 10, 13]**
- Urban Mobility Support Programme (May 2022) **[SDG 11, 7, 13]**
- Upscaling interventions in favour of sustainable cities (April 2025) **[SDG 11]**

2. ENVIRONMENT AND CLIMATE CHANGE

- Intra-ACP Global Climate Change Alliance Plus (GCCA+) (July 2023) **[SDG 13]**
- ACP-EU Climate Services (September 2026) **[SDG 13]**
- Biodiversity and Protected Area Management (BIOPAMA II) (June 2025) **[SDG 15, 6]**
- Sustainable Wildlife Management (June 2024) **[SDG 2, 15]**
- Intra-ACP wildlife trafficking (May 2024) **[SDG 15, 16, 8]**
- Programme for ACP Small Island Developing States (SIDS) (July 2025) **[SDG 14, 15]**
- Access to Benefit Sharing (ABS) II initiative support to the implementation of the Nagoya protocol (June 2022) **[SDG 2, 15]**
- Capacity Building related to Multilateral Environmental Agreements (MEAs) in ACP countries (April 2026) **[SDG 14, 15]**
- ACP-EU Disaster Risk Reduction Programme (November 2026) **[SDG 13]**

3. SUPPORT TO PRIVATE SECTOR DEVELOPMENT

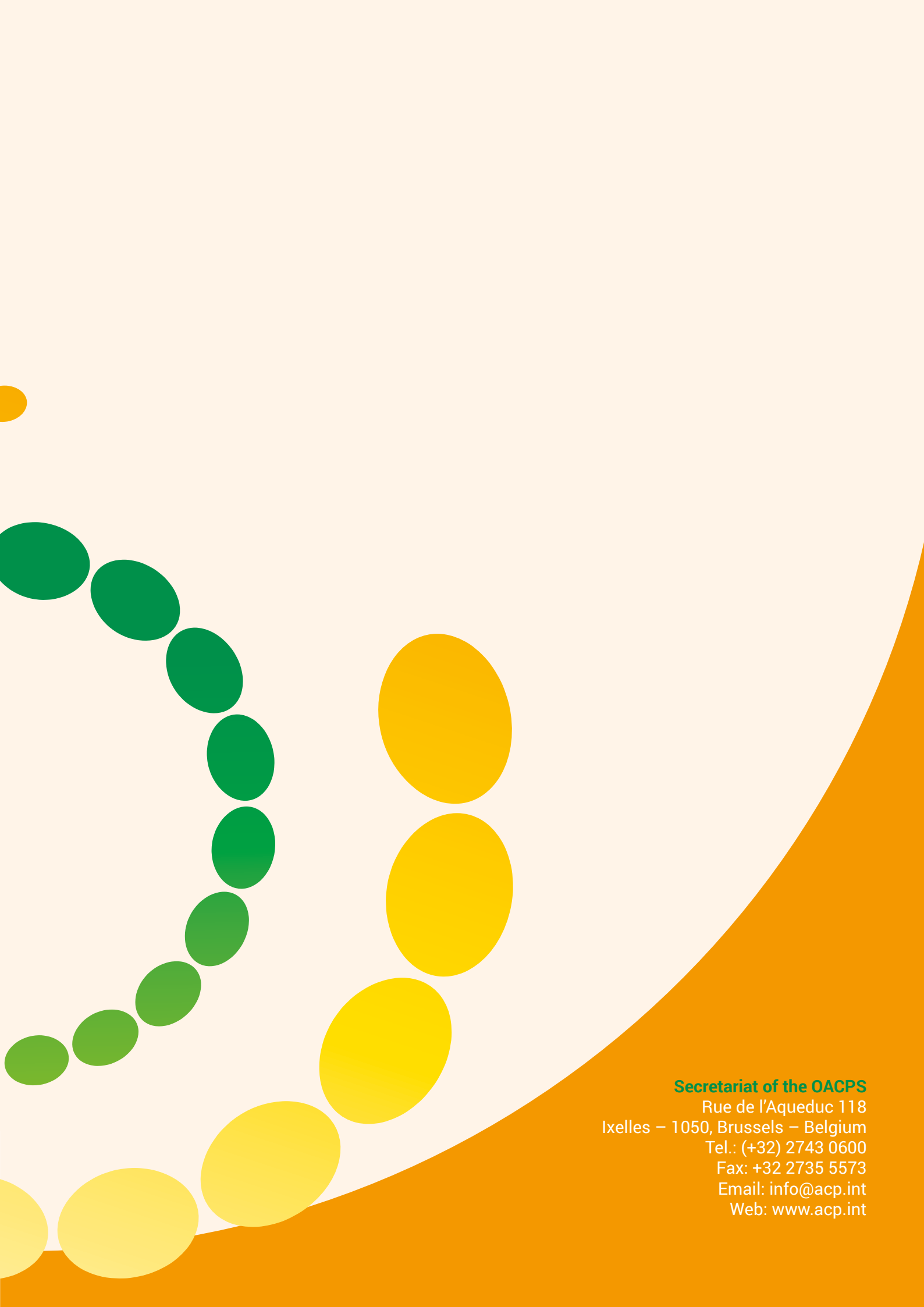
- Fit for Market: Strengthen competitiveness and sustainability of the ACP horticulture (December 2022) **[SDG 8]**
- Improving the business environment and wider investment climate through a structured dialogue (January 2024) **[SDG 8, 9]**
- Support to business-friendly and inclusive national and regional policies and strengthening productive capacity and value chains (November 2025) **[SDG 8]**
- Support to Farmers' Organisations (FOs) in ACP countries (February 2026) **[SDG 1, 2, 5, 8, 17]**
- Capacity building of mineral institutions and of small-scale private sector operating in low-value minerals in ACP countries, Phase II (November 2022) **[SDG 1, 8, 9, 12, 16]**
- Technical Assistance to support ACP Financial organisations for blending (December 2022) **[SDG 8, 9]**
- Framework Programme for Support to ACP Agricultural value chains (October 2028) **[SDG 8]**
- Promoting scalable and sustainable solutions to enhance financial inclusion in ACP countries (August 2025) **[SDG 8]**
- Financial Inclusion, Access to Finance and Knowledge Management for ACP countries, focusing on underserved - women, youth and informal sector (October 2028) **[SDG 8]**
- Increase access to finance for enterprises, in particular SMEs, Phase 1 (September 2026) **[SDG 8]**
- Promote ACP-EU Private Sector Development (PSD) Knowledge Management (July 2024) **[SDG 8]**

4. INSTITUTIONAL AND SUPPORT EXPENDITURE

- Institutional Support to the ACP Secretariat and its Geneva Antenna (2019-2021) including participation of ACP representatives (December 2022) **[SDG 1, 2, 16]**
- Technical Cooperation Facility (January 2023) **[SDG 1]**

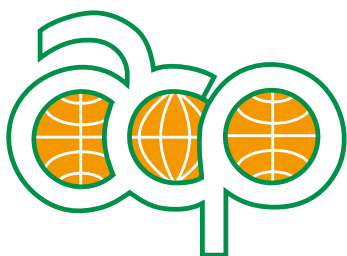
5. RESERVE

- Collect More-Spend Better: Support domestic revenue mobilisation (March 2022) **[SDG 1]**
- Support for Health System Strengthening for prevention and control of outbreaks of Zika and other mosquito-borne diseases in the Caribbean (February 2022) **[SDG 3]**
- Spotlight Initiative (January 2024) **[SDG 5, 10, 3]**
- UN Joint fund for the SDGs (January 2024) **[SDG 3]**
- Intra-ACP fisheries and aquaculture Blue Growth Programme (October 2025) **[SDG 14, 8, 12, 2, 5]**
- CreatiFI (November 2028) **[SDG 1]**
- Contribution to Mukwege Fund (August 2025) **[SDG 3]**
- Connectivity & digital solutions (October 2023) **[SDG 9, 3, 4]**



Secretariat of the OACPS

Rue de l'Aqueduc 118
Ixelles – 1050, Brussels – Belgium
Tel.: (+32) 2743 0600
Fax: +32 2735 5573
Email: info@acp.int
Web: www.acp.int



The Organisation of African, Caribbean and Pacific States (OACPS), which became an international organisation in April 2020, was originally the ACP Group, established by the Georgetown Agreement in 1975.

The OACPS comprises 79 African, Caribbean and Pacific States. The main objectives of the OACPS are focused on the sustainable development of its Members and their progressive integration into the world economy, with the ultimate aim of reducing and eventually eradicating poverty, coordinating the activities of the Organisation in the framework of the implementation of the Partnership Agreement with the European Union, the consolidation of unity and solidarity among OEACP Members, the promotion of multilateralism, the establishment and consolidation of peace, security and stability in free and democratic societies, and the empowerment of youth and women.

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