

PACTE INITIATIVE
TRANSFORMING THE OACPS AND SUPPORTING ITS MEMBERS STATES
2025-2030

FOREWORD

The world today is marked by deepening fragmentation, growing inequalities, and an erosion of the multilateral consensus that has underpinned international cooperation for decades. For the 79 Member States of the Organisation of African, Caribbean and Pacific States (OACPS), these shifting dynamics are not abstract—they are felt daily in our economies, societies, and environments.

The threat of trade wars arising from the tariffs imposed by the Trump administration and other protectionist trade measures, continues to reverberate across global markets. These policies are disrupting global supply chains and disproportionately affecting economies such as ours—reliant on commodity exports and preferential access. At the same time, geopolitical tensions, particularly the war in Ukraine, have captured the sustained attention and resources of our traditional partner, the European Union and others. As a result, long-standing development priorities in OACPS countries have receded from the international spotlight.

Concurrently, Official Development Assistance (ODA) is in steady decline. This contraction is evident across multiple traditional sources, including the European Union and the United States. Notably, reductions in USAID programming and funding—whether due to fiscal tightening, shifting foreign policy priorities, or domestic political dynamics—have left critical gaps in sectors such as health, education, food security, and climate resilience across many of our Member States. This trend further compounds the developmental challenges facing the OACPS, particularly as climate finance remains grossly insufficient and access mechanisms remain fragmented and burdensome.

Geopolitical rivalry, economic weaponization, and technological competition are reshaping global priorities and governance systems. The emerging multipolar world has not yet translated into a more just or inclusive international order. Instead, OACPS states continue to face marginalization in decision-making spaces and encounter growing asymmetries in trade, finance, and digital access.

The **PACTE Initiative—Partnership, Action on Climate, Commerce and Trade, Transformation of Institutions, and Elections**—is our strategic response to this reality. It is an integrated reform and support program designed to reposition the OACPS Secretariat as an agile, accountable, and forward-looking institution. It is also a platform for empowering member states to pursue more resilient development pathways, to speak with a stronger collective voice, and to uphold the values of democracy, climate justice, and equitable growth.

PACTE is more than a project—it is a commitment to a new kind of cooperation: one that reflects our shared history but also prepares us for a future defined by uncertainty, complexity, and transformation. It reflects the belief that unity is not a slogan, but a strategy—and that solidarity is not an aspiration, but a necessity. There is therefore an need to move forward together with clarity, ambition, and purpose.

EXECUTIVE SUMMARY

The Organisation of African, Caribbean and Pacific States (OACPS) is entering a new era of cooperation and transformation. With the Samoa Agreement—an ambitious partnership signed in November 2023 between the OACPS and the European Union—serving as the renewed framework for the next twenty years, the OACPS is positioning itself at the heart of global issues such as sustainable development, trade, and governance. However, to realize this vision, the OACPS must strengthen its internal capacities and intensify its support to its Member States.

The PACTE Initiative (**Partnership, Climate Support, Trade, Institutional Transformation, and Elections**) is a foundational and integrated initiative designed to meet this challenge. It aims to fundamentally transform the organization and provide enhanced strategic support to Member States. Structured around four complementary strategic objectives, PACTE encompasses the overhaul of the OACPS-EU partnership and the monitoring of its implementation, the strengthening of economic capacities (South-South research and technical assistance in trade), support for climate resilience, the promotion of democratic governance (stronger parliaments and transparent elections), and in addition, the modernization of the OACPS Secretariat, as an objective to create a credible supportive framework.

This holistic initiative will break down silos and create synergies between these key areas. By consolidating the OACPS's achievements while introducing modern management tools and innovative approaches, PACTE will enhance the organization's effectiveness, accountability, and impact. For donors and partners, it represents a unique opportunity to invest in a flagship initiative that aligns the OACPS closely with the priorities of the Global South and the international community (Samoa Agreement, 2030 Agenda, Paris Agreement), while maximizing tangible outcomes for the 79 Member States. In essence, PACTE aims to be a catalyst for positive change, positioning the OACPS as a proactive, effective, and forward-looking actor, committed to sustainable development and shared prosperity for its members.

PART I -THE PACTE INITIATIVE

I. INTRODUCTION

As an international organization comprising 79 developing countries across three continents, the OACPS plays a unique role on the international stage. Its Member States—including 40 Least Developed Countries, 15 Landlocked Developing Countries (LLDCs) and 36 Small Island Developing States—face common challenges in economic development, climate vulnerability, and governance.

Following decades of cooperation under the Lome Conventions (1975 – 2000) and Cotonou Agreement (2000–2020), the recent signing of the Samoa Agreement in 2023 marks the beginning of a new comprehensive OACPS-EU partnership, covering priorities ranging from democracy and human rights, peace and security to sustainable growth, climate change and migration. This historic transition offers the OACPS an opportunity to reinvent itself and amplify its impact.

However, to fully benefit from this new framework and meet its members' expectations, the Organisation must undergo a profound transformation. Existing coordination and implementation mechanisms must be modernized, analytical and technical capacities enhanced, and new initiatives launched to support States in strategic areas such as climate resilience and democratic governance.

It is in this context that the present concept note for the PACTE initiative was developed—a strategic and programmatic roadmap aimed at consolidating past achievements and addressing existing gaps, thereby positioning the OACPS as an essential partner in the development of its Member States.

II. JUSTIFICATION

Several converging factors justify the implementation of the PACTE initiative:

- **Effectively implementing the new Partnership Agreement:** The Samoa Agreement, which came into provisional application in 2024, sets an ambitious course for OACPS-EU relations. To avoid this partnership remaining merely aspirational, the OACPS must adopt an integrated approach and establish rigorous monitoring mechanisms. In the past, the follow-up of commitments (e.g., under the Cotonou Agreement) proved uneven. A reinforced mechanism will help translate commitments into tangible actions and results in member countries.

- **Meeting the South's needs in research and economic policy:** Many Member States lack adequate analytical capacities to formulate evidence-based trade and industrial policies. Southern priorities and perspectives are sometimes underrepresented in global trade and development research. By developing targeted research and providing technical assistance to sectoral ministries, the OACPS can help close this gap and strengthen its members' endogenous capacity to drive sustainable economic growth.
- **Addressing the climate emergency:** OACPS States are among the most vulnerable to climate change impacts, especially Small Island Developing States and Least Developed Countries. Yet they often have limited resources to adapt to climate shocks (natural disasters, rising sea levels, droughts, etc.). The OACPS has a responsibility to support its members' climate resilience by facilitating access to international funding, sharing best practices, and mainstreaming climate considerations across all its actions.
- **Strengthening democratic governance:** Political stability and good governance are prerequisites for long-term development. Several Member States are seeking to consolidate democratic institutions. By promoting a more active role for the OACPS Parliaments in national oversight and strategic debate, and by supporting free and transparent electoral processes (via credible election observation missions), the Organisation can encourage adherence to the democratic principles enshrined in the Samoa Agreement (OACPS-EU partnership) and foster an environment conducive to socio-economic progress.
- **Modernizing the institution for greater effectiveness:** To fulfill these new mandates, the OACPS Secretariat must build up its capacity and efficiency. Modern management tools (strategic planning, monitoring and evaluation, process digitization) are needed to optimize resource allocation, utilisation and strategic oversight. Similarly, internal monitoring of decisions (regulations, declarations, resolutions) must be systematized to ensure implementation. Investment in human capital (training, exchange of practices) will enhance skills both within the Secretariat and in national institutions, ensuring the sustainability of actions taken.

III. STRATEGIC OBJECTIVES

The overarching goal of the PACTE initiative is to strengthen the OACPS's capacity to fulfill its mandate and support its Member States in the identified key areas. It is structured around five specific strategic objectives:

1. Renew and effectively implement the OACPS-EU partnership (Samoa Agreement), adopting an integrated approach based on its six strategic priorities ((i) human rights, democracy and governance; (ii) peace and security; (iii) human and social development; (iv) inclusive, sustainable economic growth and development; (v) environmental sustainability and climate change; and (vi) migration and mobility) and ensuring rigorous monitoring of commitments.
2. Strengthen Member States' economic analysis capacities and support their trade policy development, through the production of relevant South-based research and targeted technical assistance in trade and industry.
3. Enhance Member States' climate resilience by supporting their adaptation and mitigation efforts and by mainstreaming environmental sustainability in OACPS actions.
4. Promote democratic governance within the OACPS space, notably by strengthening the role of the OACPS Parliaments in national oversight and strategic debate, and by supporting free and transparent electoral processes (election observation missions).
5. Modernize the OACPS Secretariat and reinforce institutional capacities by improving organizational efficiency (modern management tools, decision tracking) and developing a cross-cutting capacity-building program for all stakeholders.

IV. PROGRAMMATIC PILLARS

Pillar 1: Renewed OACPS-EU Strategic Partnership

Objective: Ensure full and coherent implementation of the new partnership agreement with the EU. This involves rethinking the current cooperation framework to align it with the requirements and priorities of the Samoa Agreement and closely monitoring its implementation over time.

Key components of this axis include:

- **Overhauling the OACPS approach to the Samoa Agreement** – This entails revisiting and integrating the agreement’s six priority areas: (i) human rights, democracy and governance; (ii) peace and security; (iii) human and social development; (iv) inclusive, sustainable economic growth and development; (v) environmental sustainability and climate change; and (vi) migration and mobility. into OACPS strategies and programs. This integrated approach will ensure that the implementation and partnership dialogue on all the dimensions of Samoa Agreement advance together, avoiding siloed operations.
- **Establishing a strengthened monitoring mechanism** – Creation of a permanent structure within the Secretariat to monitor the implementation of commitments made under the Samoa Agreement. This mechanism could include a data collection system and periodic reporting from Member States, performance indicators for each priority area, and annual joint OACPS-EU reviews to assess progress, identify obstacles, and propose strategic adjustments as needed.

Pillar 2: Economic Expertise and Support for Trade Policies

Objective: To strengthen OACPS countries’ capacity to design and implement sound and context-appropriate economic and trade policies. This will be achieved through the production of endogenous knowledge and the enhancement of technical skills within national administrations and close collaboration with the private sector, academia and research institutions.

Key components of this pillar include:

- **South-South Research Programme on Trade and Economic Development** – Implementation of applied research initiatives focused on the priorities of Member States building on current OACPS policies on Private sector development and value addition promotion. This will include areas such as trade and sustainable development, investments, industrialization, and economic growth. This programme will mobilize experts from the Global South, as well as local and regional research centers, to produce studies, comparative analyses, and policy recommendations. Topics may include, for example: economic diversification, commodity dependency, role of critical raw materials in the green and digital transition, regional integration, impacts of trade agreements such as the Economic Partnership Agreements, Everything But Arms Initiative and other partnerships), or promotion of investment, sustainable industrialization. The findings from this research will inform government decision-making and support OACPS advocacy on the international stage.

- **Technical Assistance to Ministries of Trade and Industry**, Agriculture and Mining – Provision of direct, tailored support to national institutions responsible for trade, Agriculture and Mining (ministries, agencies). Specifically, the programme may fund in-house experts, consultancy missions, or training sessions to assist in the formulation of trade and investment strategies, negotiation and implementation of agreements (e.g. WTO negotiations, EPAs, EBA, or the implementation of regional agreements), implementation of the OACPS Action Plan on critical raw materials and the development of regulatory frameworks that support innovation, private sector and ensure compliance with sustainability standards. This assistance aims to enhance Member States’ autonomy in conducting their trade and industrial policy in alignment with sustainable development goals.

Pillar 3: Climate Resilience and Sustainable Development

Objective: To support Member States in reducing their vulnerability to climate change and in mainstreaming environmental considerations within OACPS actions. The aim is to assist initiatives that enhance countries’ ability to anticipate, absorb, and recover from climate shocks while pursuing sustainable development pathways.

The key component of this pillar is:

- **Support for Member States’ Climate Resilience** – Implementation of a cross-cutting climate assistance programme. Specifically, OACPS will facilitate the design and implementation of national adaptation and mitigation plans in alignment with the Paris Agreement. This includes supporting access to international climate finance (such as Green Climate Fund, Adaptation Fund) by helping countries prepare bankable proposals and monitoring financial commitments. Furthermore, the initiative will promote experience-sharing among countries (e.g., through an OACPS climate authorities network) to disseminate best practices in, *inter alia*, climate risk management, agroecology, renewable energy. Lastly, climate considerations will be systematically integrated across other PACTE pillars (e.g., incorporating climate constraints in economic strategies or planning policies, raising awareness during election support missions on environment-related conflict issues), ensuring a coherent approach toward resilient development.

Pillar 4: Democratic Governance and Electoral Participation

Objective: To promote democratic values and the rule of law across the OACPS space by strengthening parliamentary institutions and supporting credible electoral processes. The goal is to foster an environment in which legislative bodies effectively exercise oversight and elections in Member States meet international standards of transparency and fairness.

Key components of this pillar include:

- **Strengthening the Role of the OACPS Parliament** – Enhancing and further structuring the OACPS Parliamentary Assembly as a forum for oversight, dialogue, and the development of strategic recommendations. The initiative will support thematic parliamentary sessions on major issues (such as climate, trade, peace and security, migration), offer training to parliamentarians on public policy analysis and monitoring of international commitments, and facilitate exchanges between the OACPS Parliament and national parliaments of Member States. The goal is to equip the OACPS Parliament with the means to actively contribute to the strategic direction of the organization and to voice the concerns of populations at a continental level.
- **Systematic Electoral Support and Observation Missions** – Institutionalization of an OACPS electoral support and observer corps and deployment of missions to Member States holding national elections (presidential, legislative) or major referenda. The programme will establish a standardized methodology aligned with the best international practices (deployment of teams before, during, and after the vote, public reports, recommendations to electoral authorities). These missions will be carried out in coordination with other organizations (e.g. African Union, CARICOM, Pacific Forum, EU, Commonwealth Secretariat and The International Organisation of the Francophonie) to ensure complementarity and credibility. Through regular monitoring of electoral processes, OACPS will encourage respect for democratic procedures, deter fraud and electoral violence, and help build citizens' confidence in election results.

Supportive framework - Secretariat Modernization and Institutional Capacity

Objective: To enhance the OACPS internal performance to ensure optimal execution of its mandate and ambitions. This involves improving workflows, effectively monitoring decisions taken by governing bodies, and strengthening the skills of personnel and stakeholders involved.

Key components of this pillar include:

- **Modernization of Management Tools and Processes** – Introduction of integrated and efficient management systems within the Secretariat. For example, the initiative will fund the deployment of planning and monitoring-evaluation software, digitization of archives and document flows, and adoption of results-based management procedures. This digital and organizational transformation aims to improve the Secretariat's efficiency, operational transparency, and data-informed decision-making.
- **Monitoring Mechanism for Institutional Decisions** – Establishment of a formal mechanism to track the implementation of regulations, resolutions, and decisions issued by OACPS bodies (Summit of Heads of State, Council of Ministers, Committee of Ambassadors). Concretely, this entails creating a central registry of decisions, each with an associated action plan, designated responsible parties, and deadlines. Follow-up reports will be regularly prepared and submitted to relevant bodies to assess implementation progress and relaunch delayed actions if needed. Such a mechanism will enhance internal accountability and ensure that strategic directions decided at the highest level are translated into action.
- **Cross-cutting Capacity-Building Programme** – Development of a comprehensive training and capacity-building programme benefiting both Secretariat staff and officials from Member States' institutions linked to the initiative's pillars. This component will include thematic training workshops (e.g. trade negotiations, climate finance, project monitoring and evaluation, strategic leadership), staff exchanges (temporary secondments between the Secretariat and national ministries to share experience), and the development of e-learning modules accessible across the OACPS. By investing in the Organisation's and members' human capital, this cross-cutting programme will create a broad and sustainable skills base to drive the PACTE transformations well beyond the project duration.

V. ADDED VALUE OF THE INITIATIVE

The PACTE Initiative provides significant added value for the OACPS and its partners:

- **Holistic and Integrated Approach**: Unlike isolated projects, PACTE simultaneously addresses the political, economic, social, and environmental dimensions of development. This multidisciplinary approach ensures that actions reinforce one another (e.g., progress in sustainable trade benefits from political stability and vice versa), resulting in amplified overall impact.
- **Multiregional Scope and Cohesion**: As a cross-cutting programme covering the 79 States of Africa, the Caribbean, and the Pacific, PACTE offers a unique South-South cooperation platform. It will enable sharing of experiences between regions (Africa, Caribbean, Pacific), foster solidarity and mutual learning, and promote stronger common positions on the international stage (whether vis-à-vis the EU in the Samoa Agreement framework, or in multilateral fora such as the WTO or COP). No other initiative currently provides such a unified framework at the OACPS scale.
- **Strategic Alignment with Donor Priorities and Global Agendas**: PACTE's pillars align with internationally recognized development priorities – for example, democracy and human rights, sustainable growth, and climate action are explicitly highlighted in the Samoa Agreement. Therefore, by supporting PACTE, partners contribute directly to the implementation of these shared commitments. The programme will serve as a vehicle to channel donor support more effectively, avoiding fragmented efforts and ensuring overall coherence.
- **Sustainable Institutional Strengthening**: By investing in the transformation of the OACPS itself (tools, skills, internal governance), PACTE creates the conditions for lasting change. The enhanced capacities of the Secretariat and Member States will remain in place beyond the programme's lifetime, ensuring sustainability of results. This strengthening of the OACPS's "institutional backbone" will have a multiplier effect on all future projects and partnerships undertaken by the organization.

VI. EXPECTED RESULTS

Based on the strategic objectives defined, the PACTE Initiative aims to achieve the following tangible results by the end of its implementation period:

- **Operational and Monitored OACPS-EU Partnership**: The Samoa Agreement is fully integrated into the action plans of the OACPS and its Member States. Joint annual OACPS-EU reports are published to track progress across each of the three pillars, and at least 80% of the agreed commitments are effectively underway by the end of the programme.
- **Enhanced Economic Capacities**: A body of studies and policy briefs (at least 10 major publications) resulting from South-South research is made available to policymakers. At least 20 ministries or national agencies benefit from technical assistance, resulting in outcomes such as the development of new national trade and investment strategies, successful conclusion of trade negotiations and effective implementation of Agreement and OACPS Action plan on Critical Raw Materials or reforms supporting a better business climate in the beneficiary countries.
- **Increased Climate Resilience**: At least X (to be determined) Member States have developed or updated their national adaptation plans with OACPS support, and a significant volume of climate finance (e.g., Y million EUR) has been mobilized for adaptation/mitigation projects in OACPS countries. Climate considerations are systematically integrated into the OACPS's strategic documents and sectoral programmes.
- **Improved Democratic Governance**: The OACPS Parliament plays an active role, evidenced by the number of recommendations adopted and submitted to executive bodies (e.g., at least 5 resolutions or opinions per year on strategic issues). At least Z electoral support and observation missions have been conducted over the programme duration, covering all major elections in the OACPS space, with reports published and improvements noted (e.g., implementation of recommendations from previous missions by the concerned countries).

- **Increased Organizational Effectiveness:** The OACPS Secretariat is equipped with operational IT and management systems (e.g. monitoring and evaluation platform, electronic document management) that are functional and used by staff. The implementation rate of decisions from the Council of Ministers and other governing bodies increases significantly (e.g., X% of decisions followed by effective action, compared to N% before the programme). Around people (Secretariat staff and Member State officials) have benefited from the programme's training activities, resulting in a measurable improvement in their skills (e.g. pre- and post-training assessments, career tracking).

(Note: Target values X, Y, Z, etc. will be defined more precisely during the development of the programme's logical framework.)

VII. PROGRAMME GOVERNANCE

The implementation of the PACTE programme will rely on a clear governance structure, ensuring both strategic guidance, day-to-day management, and accountability to donors and OACPS governing bodies:

- **Strategic Steering Committee:** A Steering Committee will be established, composed of representatives from the OACPS Secretariat (Secretary-General, Assistant Secretaries-General and heads of relevant sections), selected Member State representatives (e.g., OACPS current presidency, regional representatives), and key technical and financial partners. This committee will meet annually (or semi-annually) to review programme progress, approve annual work plans and budgets, and provide strategic direction. It will ensure the programme's alignment with OACPS political priorities and facilitate coordination with other international initiatives.
- **Management Unit:** At the operational level, a dedicated unit (PACTE Coordination Cell) will be set up within the OACPS Secretariat. Under the authority of the relevant Assistant Secretary-General, it will oversee daily management: activity planning, procurement, financial monitoring, and reporting. This unit will include thematic experts aligned with the five pillars (partnership, economy, climate, governance, institutional management) to lead each component, along with a team in charge of cross-cutting monitoring and evaluation.

- **Monitoring, Evaluation, and Reporting Mechanisms**: A detailed results framework will be developed at the beginning of the programme, with specific indicators for each objective. Progress reports will be produced quarterly for internal use, and a consolidated annual report will be presented to the Steering Committee and shared with donors. An independent mid-term evaluation and final evaluation will be conducted to assess performance, draw lessons, and guide any necessary adjustments. Transparency will be ensured through the publication of key results and best practices generated by the programme.
- **Integration with OACPS Bodies**: The programme will be embedded in the organization's existing structures. For instance, the OACPS Committee of Ambassadors and Council of Ministers will be regularly informed of PACTE progress, ensuring a strong link with political decision-makers in Member States. Similarly, focal points in each country (within diplomatic missions to the EU or relevant ministries) will help relay information and facilitate implementation of activities on the ground. This integration will ensure maximum ownership of the programme by Member States.

PART II

PACTE IMPLEMENTATION STRATEGY

PILLAR 1 - IMPLEMENT THE SAMOA AGREEMENT EFFECTIVELY

OACPS Implementation Strategy for the Samoa Agreement

Introduction The Samoa Agreement between the Organisation of African, Caribbean and Pacific States (OACPS) and the European Union provides a comprehensive framework for cooperation based on shared values and common objectives. This strategy outlines the approach of the OACPS to operationalize the Agreement across its six priority areas: (i) human rights, democracy and governance; (ii) peace and security; (iii) human and social development; (iv) inclusive, sustainable economic growth and development; (v) environmental sustainability and climate change; and (vi) migration and mobility.

This strategy also provides a roadmap for the effective implementation of the Samoa Agreement. It is anchored in inclusivity, regional ownership, strategic partnerships, and measurable outcomes that advance the inclusive sustainable development of OACPS Member States.

(I) Institutional Alignment and Strategic Planning

- **OACPS Partnership (Samoa) Implementation Framework (PIF):** A structured framework will be developed to translate the six priority areas into specific, measurable, and time-bound objectives. The PIF will align with existing strategic documents including OACPS Vision 2030, Agenda 2063, the CARICOM Strategic Plan, 2050 Strategy for the Blue Pacific and relevant regional frameworks.
- **Thematic Coordination Taskforces:** Taskforces for each or more than one priority area will be established, comprising OACPS Secretariat staff, regional representatives, (civil society, private sector stakeholders co-opted – where appropriate or necessary), and EU coordination focal points.

(II) Thematic Pillars and Action Tracks

Priority (i): Human Rights, Democracy and Governance

- Support member states with capacity-building in electoral systems, judicial reform, and civic space protection.
- Establish a Democracy and Governance Programme offering technical assistance, peer learning, and crisis response.

Priority (ii): Peace and Security

- Collaborate with the African Union, CARICOM IMPACS, and the Melanesian Spearhead Group on conflict prevention and information exchange.
- Operationalize an OACPS Peace and Security Early Warning and Mediation Support Unit.

Priority (iii): Human and Social Development

- Launch OACPS Social Inclusion Compacts to address youth, women, education, health, and digital access.
- Leverage the EU Global Gateway for health and education infrastructure development.

Priority (iv): Inclusive, Sustainable Economic Growth and Development

- Enhance the Intra-OACPS Trade and Investment Programme with focus on digital trade, green value chains, critical raw materials and MSMEs.
- Strengthen the OACPS Business Forum and Investment Platform to drive private sector engagement.

Priority (v): Environmental Sustainability and Climate Change

- Expand the OACPS Climate Action and Resilience Initiative (CARI) to support national adaptation and biodiversity conservation.
- Advocate globally for SIDS and coastal nations through coordinated climate diplomacy.

Priority (vi): Migration and Mobility

- Support regional dialogues on migration, promoting safe and legal pathways and diaspora engagement.
- Develop an OACPS Labour Mobility Framework focused on skills recognition and remittance optimization.

(III) Cross-Cutting Enablers

- **Monitoring and Evaluation:** Implement a unified OACPS Monitoring, Evaluation, and Learning (MEL) system with real-time data dashboards.
- **Digital Transformation:** Integrate digital tools into program implementation, coordination, and citizen engagement.
- **Gender and Youth Mainstreaming:** Apply a gender and youth lens across all actions, including (possibly) the establishment of an OACPS Youth Advisory Council.

(IV) Financing and Partnerships

- **Resource Mobilization:** Leverage funding from the EU (NDICI), climate finance instruments, philanthropic foundations, and private investors.
- **OACPS Multi-Donor Trust Fund:** Operationalise the Endowment and Trust Fund (ETF) to support cross-regional initiatives and technical assistance.

(V) Governance and Oversight

- **High-Level Implementation Steering Committee:** A steering body chaired by the OACPS Secretary-General (or appointed representative) will oversee strategy implementation.
 - **Review Mechanisms:** Annual Partnership Implementation Reviews and Mid-Term Evaluations will ensure accountability and adaptive learning.
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PILLAR II - SUPPORT ECONOMIC POLICY AND TRADE CAPACITY

Proposition:

Create a **South-South Trade and Economic Policy Programme**, with two key components:

- **Research Hub:** Commission studies from regional think tanks and universities on trade, investment, industrialization, and development.
- **Technical Deployment Unit:** Provide tailored support to Ministries of Trade and Industry, Agriculture and Mining (experts in residence, policy advisors, negotiation support teams).

PILLAR III - STRENGTHEN CLIMATE RESILIENCE

Proposition:

Launch a **Climate Resilience and Adaptation Support Programme (CRASP)**:

- Assist countries in designing or updating National Adaptation Plans (NAPs) and project pipelines for Green Climate Fund (GCF) and other mechanisms.
- Facilitate a **Climate Finance Accelerator Program** to help countries develop bankable proposals.
- Coordinate climate diplomacy, enhance resilience strategies, push for additional climate finance and loss and damage mechanisms.
- Establish a **Peer Learning Platform** for climate authorities in OACPS member states, sharing best practices in climate-smart agriculture, early warning systems, and community-based adaptation.

PILLAR IV: PROMOTE DEMOCRATIC GOVERNANCE

Proposition:

Develop a **Democracy and Electoral Integrity Initiative (DEII)** focused on:

- Empowering the **OACPS Parliamentary Assembly** through thematic sessions, strategic guidance roles, and a dedicated policy support team.
- Institutionalize **OACPS Electoral Support and Observation Missions** through including JPA Missions with dedicated staff for electoral support and observers, standard methodology, and reporting templates aligned with international norms.
- Support member states with pre- and post-election technical advice, civic education strategies, and conflict-sensitive electoral planning.

SUPPORTIVE FRAMEWORK: MODERNIZE THE OACPS SECRETARIAT

Proposition:

Implement a **Secretariat Institutional Modernization Plan**, with three key pillars:

- **Digital Transformation:** Deploy a suite of management tools (digital registry (extranet), strategic planning, M&E (MEL¹), e-documentation, accounting, HRIS²).
- **Decision Tracking Mechanism:** Develop an internal platform – a centralised digital dashboard to track resolutions from the Summit, Council of Ministers, and Committee of Ambassadors — linked to implementation timelines and responsibilities. Revise the format of decisions to facilitate posting on the dashboard.
- **OACPS Capacity Development Platform:** Offer hybrid training (in-person + e-learning) in strategic planning, negotiation and implementation of trade Agreements, climate policy, project management, and leadership. Include exchange placements between the Secretariat and national ministries.

¹ **MEL Monitoring, Evaluation and Learning** - To ensure systematic tracking of results, adaptive learning and performance-based decision-making across all components of PACTE Initiative

² **HRIS** stands for **Human Resources Information System**. It is a software or digital platform used to manage, automate, and streamline various human resources (HR) functions within an organization.

PART III

SUPPORTING INFRASTRUCTURE OF THE PACTE

I. GOVERNANCE MECHANISM

Proposition:

- Establish a **PACTE Steering Committee** co-chaired by the OACPS SG and a Chair of the Committee of Ambassadors (for inclusivity and ownership).
- Include through a consultative process key donors, regional representatives, and civil society in an **Advisory Group** to ensure transparency and alignment.
- Set up a **PACTE Coordination Unit** in the Office of the Secretary-General working closely with thematic leads and M&E specialists at the Secretariat.

II. RESOURCE MOBILIZATION

Proposition:

Develop a **PACTE Resource Mobilization Strategy**, targeting:

- EU INTPA programming funds (NDICI)
- Climate finance (GCF, Adaptation Fund)
- Foundations supporting governance, democracy, or South-South cooperation
- Contributions from member states for co-financing or ownership

III. FINANCING STRATEGY FOR THE PACTE INITIATIVE

1. Total Indicative Budget

The total cost of implementing the PACTE Initiative over a 5-year period is estimated at **Euros XX million**, allocated as follows:

- **Component 1 (Partnership Platform):** EUR XXM
- **Component 2 (Trade & Economic Policy):** EUR XXM
- **Component 3 (Climate Resilience):** EUR XXM
- **Component 4 (Governance & Elections):** EUR XXM
- **Component 5 (Secretariat Modernization):** EUR XXM

2. Funding Sources

Source	Contribution Strategy
OACPS Member States	Encourage co-financing and in-kind contributions (e.g., staff secondment, facilities, national experts).
European Union (EU)	Primary partner via NDICI/Global Europe Instrument and Samoa Agreement implementation funding.
UN Agencies	Target specific development support international institutions such as UN Agencies (UNDP), FAO, UNIDO, UNCTAD,
Multilateral Financial Institutions (MFIs)	Development Banks such as Africa Development Bank (AfDB), Caribbean Development Bank (CDB) and Asia Development Bank (ADB), AFREXIMBANK, Islamic Development Bank, World Bank, IMF and IFC.
Climate Finance Mechanisms	Access GCF, Adaptation Fund, and LDC Fund for Component 3 (through national project pipelines).
Bilateral Donors	Individual EU Member States, UK, Canada, Norway, Japan and the Gulf states and ASEAN for trade, governance, and institutional support.
Foundations & Philanthropy	Approach Ford Foundation, Open Society Foundations, Rockefeller Foundation (democracy, climate) MO Ibrahim, Melinda and Bill Gates Foundation.
South-South Cooperation	Leverage technical cooperation with countries like Indonesia, Brazil, India, South Africa, ASEAN (research, training).

3. Financing Instruments

- **Grants** for research, technical assistance, climate adaptation, and digital systems.
- **Blended finance** models for climate projects - pairing grants with concessional loans or guarantees.
- **Pooled funding mechanism** managed by the OACPS Secretariat for Component 2 and 4, enabling flexible support to Member States.
- **Budget support arrangements** aligned with ACP-EU governance reforms and implementation of the Samoa Agreement.

4. Resource Mobilization Plan

- **2025-2026:** Immediate donor engagement and proposal submission (EU NDICI envelopes, GCF readiness).
- **2026-2028:** Diversification of partners, scaling climate finance, and integration into bilateral aid strategies.
- **2028-2030:** Emphasis on sustainability - transition to member-state ownership, with a focus on institutionalization.

5. Financial Management & Accountability

- A **PACTE Financial Management Manual** will guide budgeting, disbursement, and reporting, in line with OEACP financial rules.
- Annual **external audits** and **semi-annual financial reports** will ensure transparency.
- A **Donor Coordination Group** will meet annually to align contributions and ensure visibility.
