

EIGHTH REGIONAL MEETING OF  
PACIFIC HEADS OF AGRICULTURE AND FORESTRY SERVICES (PHOAFS)  
(Nadi, Fiji, 09 March 2023)

<b>Paper reference</b>	<b>Session 2 Agenda Item 2.2</b>
<b>Title</b>	Proposal on the process to develop of a Pacific Agriculture and Forestry Strategy
<b>Action</b>	<b>Decision</b>

<b>Summary</b>
<p>At the 7<sup>th</sup> Meeting of the Pacific Heads of Agriculture and Forestry in 2021, members endorsed the development of a Pacific Regional Agriculture and Forestry Strategy. The challenging context for agriculture and forestry development in the region including climate change mean that business as usual will not meet the challenges the region faces in the sector or make the most of opportunities that exist.</p> <p>SPC and FAO were requested to design the process utilising strategic foresight methodology for the development of a Pacific Agriculture and Forestry Strategy for presentation and approval at the PMAF meeting and mobilise resources for a comprehensive and participatory process to develop the strategy once approved.</p> <p>While Strategic Foresight is being utilised increasingly in the region, to support members to make an informed decision about using this methodology, a webinar was held on October 26<sup>th</sup>, 2022. This webinar provided an experiential awareness raising on some of the tools and the methodology.</p>
<b>Recommendation</b>
<p>The PHOAFS are invited to:</p> <ul style="list-style-type: none"><li>a) endorse the concept for developing the Pacific Strategy for Agriculture and Forestry</li><li>b) request SPC and FAO to mobilise development partner support to deliver the Strategy.</li></ul>

## Context

1. To date there has not been a comprehensive regional Agriculture and Forestry Strategy that covers all Pacific Island Countries and Territories that is member led, owned, and driven and that is linked to a clear governance and monitoring mechanism. Neither is there a clear, shared vision for Agriculture and Forestry in the region and how these key sectors contribute to key drivers such as food systems outcomes, ONE Health, climate and environmental protection or economic development and livelihoods.
2. It is recognised that while there are existing regional frameworks and plans for aspects of the agriculture and forestry sector such as Pacific Strategic Plan for Agricultural and Fisheries Statistics, or issues impacting on the sector such as the Climate Roadmap on Climate Services there are unclear on non-existent linkages between strategies and plans resulting in missed opportunities for collaboration and to build on synergies and complementarities.

3. This has hindered the positioning of agriculture and forestry in the development landscape and contributed to a lack of coordination amongst partners in the sector, levels of duplication and possibly inefficient use of resources. At the 7<sup>th</sup> Meeting of the Pacific Heads of Agriculture and Forestry in 2021<sup>1</sup>, members endorsed the development of a Pacific Regional Agriculture and Forestry Strategy. The challenging context for agriculture and forestry development in the region including climate change mean that business as usual will not meet the challenges the region faces in the sector or make the most of opportunities that exist.

**Objective of proposal**

4. To confirm the proposed methodology for developing a strategy to develop Agriculture and Forestry.
5. Authorise SPC and FAO to mobilise partner support to deliver the strategy through this process.

**Background/relevant Information:**

6. See attached Concept note (Annex 1) for developing the Pacific Strategy for Agriculture and Forestry.

**Recommendation:**

7. The PHOAFS are invited to:
  - a. endorse the proposed Concept for developing the Pacific Strategy for Agriculture and Forestry
  - b. request SPC and FAO to mobilise development partner support to deliver the Strategy.

Enclosed documents:

1. *Annex 1 – Developing a Pacific Strategy for Agriculture and Forestry: Concept Note*

**Annex :1**

**Developing a Pacific Strategy for Agriculture and Forestry**

**Background**

At the 7<sup>th</sup> Meeting of the Pacific Heads of Agriculture and Forestry in 2021<sup>1</sup>, members endorsed the development of a Pacific Regional Agriculture and Forestry Strategy. The challenging context for agriculture and forestry development in the region including climate change mean that business as usual will not meet the challenges the region faces in the sector or make the most of opportunities that exist.

To date there has not been a comprehensive regional Agriculture and Forestry Strategy that covers all Pacific Island Countries and Territories that is member led, owned, and driven and that is linked to a clear governance and monitoring mechanism. Neither is there a clear, shared vision for Agriculture and Forestry in the region and how these key sectors contribute to key drivers such as food systems outcomes, ONE Health, climate and environmental protection or economic development and livelihoods.

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This has hindered the positioning of agriculture and forestry in the development landscape and contributed to a lack of coordination amongst partners in the sector, levels of duplication and possibly inefficient use of resources.

SPC and FAO were requested to design the process utilising strategic foresight methodology for the development of a Pacific Agriculture and Forestry Strategy for presentation and approval at the Pacific Ministers for Agriculture and Forestry meeting and mobilise resources for a comprehensive and participatory process to develop the strategy once approved.

**Strategic Foresight**

Strategic foresight is **a structured and systematic way of using ideas about the future to anticipate and better prepare for change**. It is about exploring different plausible futures that could arise, and the opportunities and challenges they could present. We then use those ideas to make better decisions and act now.

Our Blue Pacific has over the past several years been utilising Strategic Foresight and Futures Thinking methodologies in an increasing range of disciplines:

- 2014, Tonga foresight Xchange (Government of Tonga and the UNDP’s Global Centre for Public Service Excellence): Transition from a “Small Island Vulnerability” to a “Big Ocean Prosperity”. Utilised *Horizon Scanning*

“Pacific people have shown a capacity to find different paths to the same destination. When subject to wind and water, there is more than one seaway, and the most direct is not necessarily the fastest or safest”

-Damon Salesa, Vice Chancellor  
University of Auckland

- 2015, Climate change and Pacific Island food systems report (ACIAR/CGIAR), utilised *Scenario Development*
- 2018, The Pacific Islands Literacy and Numeracy Assessment (PILNA). Utilised *Trend Analysis*
- 2020, Regional Culture Strategy (2021-2030). Utilised *Inter-generational Lens*
- 2022, Pacific Community Strategic Plan 2022- 2031. Utilised a complete *Strategic Foresight process*
- 2022, 2050 Strategy for a Blue Pacific Continent: “Securing our future in the Pacific”. Utilised a complete *Strategic Foresight process*

### Strategic foresight vs strategic planning

Strategic foresight is different than strategic planning.

- *Strategic planning* looks at what you’ve historically done and asks, “How can we do this a little better, faster or more efficiently? How can we improve or expand upon what we’re currently doing?” It builds the vision from past experiences.
- *Strategic foresight* looks 10 or 20 years into the future and asks, “What will our future look like? What kind of actions, products, services and change will we need, and how can we get there?” The vision is the starting point and then steps are defined on how to get there from the current state.

Strategic planning is most appropriate if your environment is stable and unchanging. Strategic foresight is better when you’re facing volatility, uncertainty, chaos and ambiguity- such as the impact of climate change, biodiversity loss or other disruptions such as the COVID-19 pandemic.

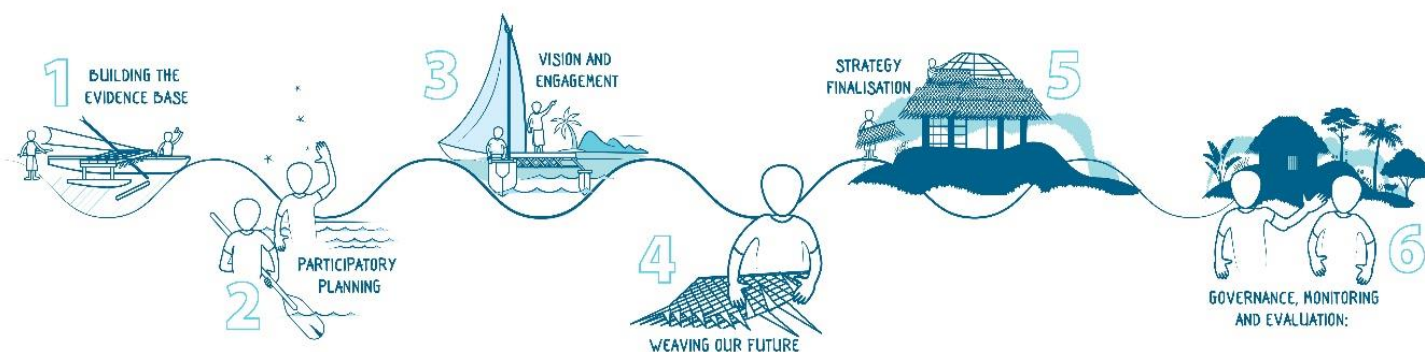
“The ability to take the long view is ever-more important now, in an era of continual disruptions and accelerating pace of change. We must continuously scout the horizon to identify emerging trends and issues. We must use those emerging trends to challenge prevailing assumptions and approaches. We must be agile enough to adapt our strategies to meet the needs of a changing operating environment, while keeping one eye on the next frontier. And we must deepen our capacity... so that we can make better decisions today and be better prepared for tomorrow.”

### Proposed process

The Strategic Foresight processes are highly participatory and use a strong evidence base.

It is proposed that a subcommittee of PHOAFS be established as a drafting committee to oversight the process, provide guidance, reviewing analysis and strategy drafts as they are developed.

A six-phase process is envisaged:



1. *Building the evidence base:* This involves review and analysis of existing national plans and strategies in the agriculture and forestry sectors and connected strategies such as food systems national pathways, climate change and environmental strategies. It also involves reviewing outcomes of Heads of Agriculture and Forestry meetings and FAO Asia Pacific Regional Conferences and relevant regional frameworks and identifying key Regional Public Goods of the sectors. This process begins with a desk review and analysis to inform strategy development, identify linkages to other strategies and processes, build on synergies and complementarities.
2. *Participatory planning:* Co-design strategy development workshop(s) with key stakeholders through a mini foresight workshop focused on the Pacific Agriculture and Forestry Strategy. Including identifying all stakeholders that need to be present for the full PAF Strategy workshops. Member support is required to include national actors and central planning entities to help reinforce coordination and planning alignment – see Phase 1 (evidence building)
3. *Vision and engagement:* All relevant groups of actors, and ensuring an intergenerational and inclusive lens, will engage through four strategic foresight workshops over a 3-month period to be undertaken at regional and sub regional level. This process involves collectively identifying the drivers of change that will significantly impact the future of agriculture and forestry in the region. This will be achieved through horizon scanning as well as analysing existing evidence and emerging trends. The series of workshops will start to define the vision and areas of focus for the strategic plan and key lines of action or themes through Scenario Building.
4. *Writing our future:* Engagement will continue through regional and sub regional Strategic Foresight workshops that provide for deeper dives into the key lines of action/themes identified and to define the outcomes or preferred future state for each area, and a process of ‘back casting’ to identify tangible steps that will bring the agriculture and forestry sectors towards the identified preferred future, this could include clear linkages to existing plans and strategies that will contribute towards the identified future states. This is where the strategy itself takes shape. Aligned with the 2050 Strategy thematic areas of Resources and Economic Development and Climate Change, the PAS will focus on identifying regional public goods in in the agriculture and forestry sectors shared regional and subregional priorities, and where regional, sub regional or multi-country approaches make sense or add value.

5. *Strategy finalisation*: The draft strategy is validated through a regional workshop and presented for finalisation to the Heads of Agriculture and Forestry meeting and for endorsement to the Ministers of Agriculture and Forestry.
6. *Governance, Monitoring and Evaluation*: The Strategy will be governed through the PHOAFS mechanism and will be reported against at each PHOAFS meeting. The MEL reporting framework will have qualitative and quantitative components and for the latter will utilise as much as possible relevant existing indicators to ensure reporting burdens are not increased. The MEL Framework will be developed after the draft Strategy has been endorsed. SPC as secretariat to the PHOAFS will lead the monitoring and reporting role in collaboration with FAO and other development partners.

### Assumptions

- Development partner support to agriculture and forestry will remain strongly bilaterally focused; and Pacific members priorities will continue to strengthen national interests in value chains and productive industries.
- The Regional Agriculture and Forestry Strategy will focus on regional and sub regional shared priorities and Regional Public Goods that support national priorities, and regional and global (SDG 2, 3, 8, 12 and 15) commitments.
- The Regional Agriculture and Forestry Strategy will align with and support existing relevant regional, and sub regional frameworks and more detailed action plans and strategies may be developed that sit underneath the overarching strategy for greater results and impact for our One Blue Pacific.
- Timeframe and start date will be dependent on available funding.

### Proposed Time frame

<i>Phase</i>	<i>Actions</i>	<i>Time frame</i>
1. <i>Building Evidence base</i>	<ul style="list-style-type: none"> <li>• <i>Recruit process facilitators</i></li> <li>• <i>Desk top review of existing strategies etc</i></li> </ul>	<i>2 months March- April 2023</i>
2. <i>Participatory Planning</i>	<ul style="list-style-type: none"> <li>• <i>Online participatory planning workshop</i></li> </ul>	<i>1 month May 2023</i>
3. <i>Vision &amp; Engagement</i>	<ul style="list-style-type: none"> <li>• <i>Series of 4 online strategy workshops with identified stakeholders- horizon scanning, identification of trends, building the vision</i></li> </ul>	<i>2 Months June- July 2023</i>
4. <i>Writing our future</i>	<ul style="list-style-type: none"> <li>• <i>Series of up to 6 regional online workshops taking deep dives into the key lines of action/themes</i></li> <li>• <i>Identify steps that will achieve the vision</i></li> <li>• <i>Drafting of strategic plan</i></li> </ul>	<i>3 Months Aug- October 2023</i>

5. Finalisation of strategic plan	<ul style="list-style-type: none"> <li>Validation workshop with HOAFS</li> </ul>	1 month November - 2023
Approval by PHoAFs	<ul style="list-style-type: none"> <li>PHoAFs meeting</li> </ul>	TBC- November -2023

Budget.

<b>Input</b>	<b>Estimated budget Euro</b>
Evidence building	5000
Futures workshops & participatory development	80,000
Drafting of strategy	30,000
Travel(drafting committee)	50,000
<b>TOTAL</b>	<b>145,000</b>