



Council of Regional Organisations of the Pacific Regional Strategic Plans Summary – July 2020

This document synthesises the main components of the strategic plans of CROP members.

It was prepared by the Strategy, Performance and Learning (SPL) unit as a resource to inform the development of the Pacific Community Strategic Plan 2021+

Council of Regional Organisations of the Pacific (CROP)	Pacific Islands Forum Secretariat (PIFS) 2017–2021	Pacific Community (SPC) 2016–2020	Secretariat of the Pacific Regional Environment Programme (SPREP) 2017–2026	Pacific Islands Forum Fisheries Agency (FFA) 2020–2025	University of the South Pacific (USP) 2019–2021	Pacific Aviation Safety Office (PASO) 2018–2022	Pacific Power Association (PPA) 2018–2023	Pacific Tourism Organisation (SPTO) 2020–2024
 Vision	Our Pacific Vision is for a region of peace, harmony, security, social inclusion and economic prosperity, so that all Pacific people can lead free, healthy and productive lives	Our Pacific vision is for a region of peace, harmony, security, social inclusion and prosperity, so that all Pacific people can lead free, healthy and productive lives	A resilient Pacific environment sustaining our livelihoods and natural heritage in harmony with our cultures	Our people enjoying the greatest possible social and economic benefits from the sustainable use of offshore fisheries resources	To shape Pacific futures by empowering students, staff and alumni to become inspirational agents of positive change leading to innovative, cohesive, resilient and sustainable communities	An international organisation providing quality aviation safety and security service for Member States in the Pacific	Access to sustainable and quality electricity services for the people of the Pacific Islands region	Our Pacific Islands empowered and benefitting from sustainable tourism
 Mission	We support Forum Members to work together through deeper forms of regionalism in support of sustainable development, economic growth, good governance and security	To work for the well-being of Pacific people through the effective and innovative application of science and knowledge, guided by a deep understanding of Pacific Island contexts and cultures	To promote co-operation in the Pacific region and provide assistance in order to protect and improve its environment and to ensure sustainable development for present and future generations'	Empowering FFA Members to take collective and national action for the sustainable use of offshore fisheries resources	To influence Pacific Islanders through the pursuit of excellence in knowledge by providing world class education and research that improves the lives of individuals and communities	To provide for continuous improvement in the quality of aviation safety and security oversight services to comply with international standards, required under PICASST and the ICAO convention	To support the Pacific Island Country and Territory (PICT) power utilities in the provision of high quality, secure, efficient and sustainable electricity services	Sustainable tourism development through innovative partnerships
 Values/Principles	<p>We value and depend upon the integrity of our vast ocean and our island resources</p> <p>We treasure the diversity and heritage of the Pacific and seek an inclusive future in which cultures, traditions and religious beliefs are valued, honoured and developed</p> <p>We embrace good governance, the full observance of democratic values, the rule of law, the defence and promotion of all human rights, gender equality, and commitment to just societies</p> <p>We seek peaceful, safe, and stable communities and countries, ensuring full security and wellbeing for the peoples of the Pacific</p>	<p>We treasure the rich and diverse cultures, traditions and environments of the people of the Pacific, and our sustainable solutions are based on a sound understanding of their strengths and needs, and of the challenges they face.</p> <p>We are committed to adding value to the scientific and technical capacities of our members, in pursuing transformational development.</p> <p>We are committed to the principles of good governance, to the defence and promotion of gender equality and human rights, and to ensuring that the needs of the most vulnerable in our societies</p>	<p>We value our environment</p> <p>We value our people</p> <p>We value high quality and targeted Service Delivery</p> <p>We value integrity</p>	<p>Regional cooperation and solidarity: FFA embraces collective sub-regional and regional action and recognises this as the most effective mechanism for securing the long-term sustainable use of the region's common pool fisheries resources.</p> <p>Ethical behaviour: FFA will operate with honesty, respect, integrity and professionalism in an open and transparent environment that takes account of national interests of FFA members.</p> <p>Social equity: FFA is committed to equity including the promotion of gender equality, intergenerational equity and social inclusion, fair working conditions at sea and onshore, and equitable</p>	<p>Guided by our Pacific Values of inclusive family, participatory and open dialogue.</p> <p>Excellence and creativity: We will embody excellence, inspiring students and staff to embrace innovative solutions for the benefit of our communities.</p> <p>Ethics and accountability: We will uphold the highest ethical standards and operate with integrity. We are committed to fostering a culture of transparency and accountability ensuring that we uphold high academic and professional standards.</p> <p>Respect and inclusivity: We will honour our Pacific heritage and traditions as</p>	<p>Accountability: PASO will agree and publish a Strategic and an annual Business Plan and will report on achievement of those plans through an Annual report.</p> <p>Diligence: PASO's services will be provided in an effective and efficient manner and in accordance with agreed annual work plans</p> <p>Fairness: PASO will act impartially and treat each Member State equally. Services will be provided on the basis of risk and need</p> <p>Integrity: PASO will act with the highest ethical standard place the safety and security of aviation in the Pacific above all other considerations</p>	Not stated	<p>Accountability: To our stakeholders</p> <p>Partnership: Working as a team</p> <p>Leadership: Setting the agenda for Sustainable Pacific Tourism</p> <p>Integrity: Doing what is right</p> <p>Commitment: Consistent delivery of our services</p> <p>Professional: Being respectful and respected</p>

	<p>We support full inclusivity, equity and equality for all people of the Pacific.</p> <p>We strive for effective, open and honest relationships and inclusive and enduring partnerships – based on mutual accountability and respect – with each other, within our sub-regions, within our region, and beyond</p>	<p>are at the forefront of our work.</p> <p>We work collaboratively with existing partners and build new relationships so that the collective strength of all can be harnessed for the interests of our members.</p> <p>We are committed to developing an organisational culture that enables our staff to continually improve their effectiveness in working for the people of the Pacific</p>		<p>access to, and benefits from offshore fisheries resources.</p> <p>Member driven: The work and priorities of FFA are driven by members’ needs and interests, as articulated in this strategic Plan.</p> <p>Empowering and valuing people: Empowering our people with the skills and capability to achieve improved fisheries outcomes</p>	<p>well as respect, recognise and celebrate the diversity of our students and staff, ensuring that there are equal opportunities for all through an inclusive culture.</p> <p>Supporting our people: The safety, wellbeing and needs of our students and staff are paramount and fundamental to our success. We are committed to ensuring that our students and staff achieve their potential to shape better Pacific futures</p>	<p>Transparency: PASO’s decision and action will be communicated to Member States, Associate Member States and relevant Observer Organisations</p>		
 <p>Goals, priorities, strategic outcomes or focus</p>	<p>Strategic outcomes:</p> <p>A. Promoting people-centred development</p> <p>B. Maximising the potential of our shared Pacific Ocean</p> <p>C. Increasing economic prosperity</p> <p>D. Strong Pacific governance for a peaceful and stable region</p>	<p>Goals</p> <p>1. Pacific people benefit from sustainable economic development</p> <p>2. Pacific communities are empowered and resilient.</p> <p>3. Pacific people reach their potential and live long and healthy lives</p>	<p>Regional goals:</p> <p>1. Climate change resilience</p> <p>2. Ecosystem and biodiversity protection</p> <p>3. Waste management and pollution control</p> <p>4. Environmental governance</p>	<p>Outcomes:</p> <p>1. Offshore fisheries are ecologically sustainable</p> <p>2. FFA members’ offshore fisheries rights are well defined</p> <p>3. FFA members’ offshore fisheries rights are secured and protected</p> <p>4. Economic and social benefits are optimised for FFA member countries and our people, within the context of ecologically sustainable fisheries</p> <p>5. Our people are empowered through strong and effective national, subregional and regional fisheries organisations</p> <p>6. FFA secretariat is a professional organisation providing high quality advice and other services to FFA members</p>	<p>Priority areas:</p> <p>1. Education;</p> <p>2. Research, innovation and internationalisation;</p> <p>3. Regional campuses;</p> <p>4. International and regional cooperation; and</p> <p>5. Governance and intelligent use of resources</p>	<p>Strategic areas:</p> <p>1. Service delivery excellence – to provide relevant and excellent services to our Members along with high quality advice and recommendations</p> <p>2. Organisational Strengthening – to be a strong, stable, efficient, transparent and dynamic organisation, that is responsive to the needs of its Members</p> <p>3. Respected partnerships – to ensure strong partnerships with governments, civil aviation authorities, operators, and other partners who work with PASO to achieve its vision</p>	<p>Strategic goals</p> <p>1. Using petroleum fuel more efficiently and reducing utility petroleum consumption</p> <p>2. Provide support for building the technical, administrative and regulatory capacity of the PPA and the utilities</p> <p>3. Provision of services by the PPA Secretariat to improve electricity supply and quality</p> <p>4. Support to utilities for financial management</p> <p>5. Support to utilities for human resource management</p> <p>6. PPA support for the development of climate change resilience in Member utilities</p>	<p>Strategic priorities:</p> <p>1. Marketing the region</p> <p>2. Sustainable tourism planning</p> <p>3. Research and statistics for all intents and purposes.</p> <p>The plan also includes developing strategic innovative partnerships to address cruise ship development, investment and product development, air access and route development and human resource development and training</p>

Links to strategic plans

FFA: <https://www.ffa.int/system/files/2020%20-%202025%20Pacific%20Islands%20Forum%20Fisheries%20Agency%20Strategic%20Plan.pdf>

PASO: https://paso.aero/wp-content/uploads/PASO_Strategic_Plan_2018-2022.pdf

PIFS: <https://www.forumsec.org/wp-content/uploads/2017/11/Forum-Secretariats-Strategic-Framework-2017-2021.pdf>

PPA: <https://www.ppa.org.fj/about-us/vision-and-mission-statement/>

SPC: <http://purl.org/spc/digilib/doc/4b5zf>

SPREP: <https://www.sprep.org/publications/sprep-strategic-plan-2017-2026>

SPTO: <https://southpacificislands.travel/wp-content/uploads/2021/07/SPTO-Strategic-Plan-2020-2024.pdf>

USP: <https://www.usp.ac.fj/fileadmin/files/SP-2019-2021/USP-Strategic-Plan-2019-2021.pdf>

