



PACIFIC PEOPLES'  
PARTNERSHIP

*Wayfinding 2030:*

PPP VISION

& STRATEGIC

PLAN



Image courtesy of Carla Unger Photography.

# Table of Contents

Executive Summary	_____	<b>01</b>
About PPP	_____	<b>02</b>
Purpose of the Strategic Plan	_____	<b>03</b>
Methodology	_____	<b>04</b>
Work Plan Summary	_____	<b>06</b>
South Pacific Island Needs Assesmmment	_____	<b>09</b>
Summary Conclusions	_____	<b>11</b>
Key Findings: Needs & Resilience	_____	<b>12</b>
Key Findings: Engagement with PPP	_____	<b>14</b>
Acknowledgements	_____	<b>15</b>

# Executive Summary

Pacific Peoples' Partnership (PPP) has a 46 year history of working with Indigenous Peoples and South Pacific Islanders towards peace, justice, environmental sustainability and community led development.

In June of 2021, PPP embarked on a new strategic planning process to ground future work with findings from a recent Pacific Islander Needs Assessment and align programming with the United Nations Sustainability Development Goals (SDG's). This resulted in an action plan, outlining priorities and goals for the next 5 to 10 years. Updated mission and vision statements will assure a clear focus for the work ahead.

## Our new VISION:

*Empowered people and thriving communities across the Pacific.*

## Our new MISSION:

*Actively working with Indigenous People's and South Pacific Islanders towards peace, justice, environmental sustainability, and community led development.*

Moving forward, PPP's key priorities are:

- Designing PPP for impact and sustainability
- Addressing climate change and food security
- Advocating for, and pursuing gender equity and women's economic inclusion while supporting and elevating the next generation
- Advocating for human rights and social justice

The full report below provides an overview of PPP's history, details related to the purpose of the strategic plan, the methodology employed to arrive at the identified priorities, as well as an outline of the goals associated with each priority area.

# About Pacific Peoples' Partnership

Pacific Peoples Partnership (PPP) was originally established in 1975 as the South Pacific Peoples Foundation (SPPF) and has been a guest on the territories of the Lək̓ʷəŋən and Coast Salish Peoples for 46 years. A Canadian solidarity partner of the Independent and Nuclear Free Pacific Movement, PPP's social awareness in the South Pacific accelerated with anti-nuclear activism, Indigenous empowerment movements, and the beginnings of environmental networking. PPP's early executive directors articulated and implemented practical programs and projects, which helped to develop Canadian awareness of the complexity and cultural diversity of the South Pacific.

After much soul-searching and recognizing remarkable similarities between the struggles of Canadian First Nations and Pacific Indigenous communities, the more inclusive name, Pacific Peoples' Partnership (PPP), was unveiled, embracing Canada's Pacific coast on the one hand and the South Pacific and parts of insular Southeast Asia on the other. Since then there have been many cross-cultural exchanges instrumental in the development of a wider vision and greater participation in the development of Indigenous Pacific communities.

PPP's 46 year history is a testament to the vision and commitment of patient and conscientious executive directors, and to an indelible belief that what we are doing is right. In many ways the South Pacific is still forgotten in the world of globalization and a number of States have experienced coups or deep-seated unrest.

PPP has been, and remains, a deeply impressive organization with a conscience and a zeal to work in partnerships with Indigenous communities. We are now moving forward with new strategic direction and a new vision of empowered people and thriving communities across the Pacific, as well as a new mission to actively work with Indigenous Peoples and South Pacific Islanders towards peace, justice, environmental sustainability and community led development.

# Purpose of the Strategic Plan

This plan is designed to be responsive and supportive of the needs and directions expressed by PPP's Pacific Island partners.

PPP's last strategic plan spanned the years 2015 to 2019. By 2021 PPP was ready to reconfirm a vision aligned with the 2030 Global Sustainable Development Goals and the creation of a 5 year action plan that will bring the organization up to its 50th Anniversary in 2025. In addition, this plan is designed to be responsive and supportive of the needs and directions expressed by PPP's Pacific Island partners in a recent needs assessment, so future programming will continue to honour those relationships and create complimentary opportunities that engage Indigenous Peoples and partners here in Canada.

Alignment with the Global Sustainable Development Goals to be met by 2030 will ensure clear direction in response to current needs and challenges, so PPP is able to measure progress against global indicators and with global partners. This plan will also ensure PPP's readiness to scale up its organizational structure and competence to meet the growing demand and need for all programs and services.



**"Future programming will continue to honour relationships and create opportunities that engage Indigenous Peoples and partners here in Canada."**

Image courtesy of Sara Martin.

# Methodology

The process involved a total of 4 planning meetings with the Board of Directors, staff and guest speakers. Three of the sessions were conducted via Zoom, while the final session was conducted in person. As well, participants received 'homework' assignments to help inform content for the virtual sessions. Throughout the process, the consultant and Executive Director met on several occasions to review activities, compile information into a draft work plan, assess processes and confirm next steps for ongoing board engagement.

The following are highlights of each session:

## Session One - Global Sustainable Development Goals, Vision and Mission Alignment

- Presentation of the 17 Global Sustainable Development Goals (Guest Speaker: Dan Harris)
- Discussion of PPP's Vision and Mission to align with these goals
- Outcome: Revised Vision and Mission statements

### Vision:

Empowered and thriving communities across the South Pacific.

Actively working with Indigenous Peoples and South Pacific Islanders towards peace, justice, environmental sustainability, and community led development.

### Mission:

# Methodology cont.

## Session Two - Stakeholder Identification and Analysis, SWOT

- Review of South Pacific Islands Needs Assessment (Guest Speaker: Linda Pennells)
- Review of other key stakeholders and PPP's relationships with them
- SWOT Analysis - identification of strengths, weaknesses, opportunities and threats for each program and project and for the organization as a whole

## Session Three - Review of Previous Strategic Plan, Session One & Two Analysis

- Review of goals identified in the 2015 - 2019 strategic plan
- Review of content from sessions one and two to pull out overarching themes for a work plan to capture identified priorities, goals and associated key activities that are measurable and scalable, align with Global Sustainable Development Goals and provide strategic direction to carry out PPP's mission and vision

## Session Four- Draft Work Plan Review

- This in-person session included board members, staff, the consultant and PPP's liaison from Thriving Non-Profits, a program PPP participated in, which is designed to strengthen the financial stability and diversity of organizations for greater impact.
- In this session everyone was provided with a review of the processes employed in the development of the strategic direction, followed by a review of the draft work plan for approval and consensus.

# Work Plan Summary

The work plan, shaped by analysis of the organizational review and the associated activities described above, is intended to be a 'living document' to be utilized by the Executive Director and board to track identified priorities, goals, and associated action items. The information from the plan will be imported into project management software.

Below is an outline of the priorities and goals identified. The work plan itself provides further details related to intended outcomes, capacity strengths and capacity challenges. The project management software will further enable ongoing analysis and tracking to ensure goals are S.M.A.R.T. (specific, measurable, achievable, realistic and timely). Capacity challenges identified fall primarily into two categories: financial and human resources. Committees will be struck to address these, following some of the goals and activities identified under the first priority 'designing PPP for impact and sustainability'. This will include identifying gaps in resources and development of budgets for phased approaches to scale up programs.

## Priority: Designing PPP for impact and sustainability.

- Goal 1**      PPP fund development strategy for sustainability and impact.
- Goal 2**      Improved financial management systems, budgeting and reporting processes.
- Goal 3**      Elevate PPP team culture and safety.
- Goal 4**      Strong governance through board engagement and development.
- Goal 5**      Establish a permanent Pacific Island Advisory Council to oversee the Pacific Resilience Fund (PRF) and deepen South Pacific engagement
- Goal 6**      Establish an office in the South Pacific within the next 5 years.



# Work Plan Summary cont.

## Priority: Climate Change and Food Security

- Goal 1** Mitigate the impact of climate change on Pacific Islanders by investing in their resilience, honouring their existing knowledge and assisting where possible with resources and capacity building.
- Goal 2** Seek international development funding to build South Pacific and Indigenous networks to address climate change and food security.
- Goal 3** Engage the Canadian public and international stakeholders in climate change issues affecting Pacific Islanders.
- Goal 4** Advance food security and health in the South Pacific.

## Priority: Gender Equity, Women's Economic Inclusion, Supporting and Elevating the Next Generation

- Goal 1** Partner with women-led organizations in the South Pacific to meet their stated goals for economic and social wellbeing.
- Goal 2** Secure resources to help reduce domestic violence and foster youth resilience.

# Work Plan Summary cont.

## Priority: Human Rights and Social Justice

- Goal 1** Provide historical context for PPP human rights and social justice engagement (archive and book project).
- Goal 2** Social action, push for policy changes..
- Goal 3** Convening networks and creating working groups to address evolving issues.



Strategic Planning Team including Carmen and Andy, plus the PPP Board and Staff at the Final Strategic Planning Session on June 24, 2021 (Victoria, BC).

# South Pacific Islands Needs Assessment

As an ally of communities across the South Pacific, PPP conducted the South Pacific Island Needs Assessment to provide insight into the development of The Pacific Resilience Fund (PRF) and PPP's strategic planning.

## Background & Summary

In 2019, Pacific Peoples' Partnership (PPP) is grateful to have received \$50,000 USD from the Full Circle Fund at RSF Social Finance to support a proposed deep listening "Wayfinding Tour" throughout parts of the South Pacific in 2020. The intention was to strengthen relationships with Pacific Island partners and communities, to listen and learn about how PPP can best serve them, to inform our strategic planning processes, and to introduce the Pacific Resilience Fund (PRF).

In the context of the COVID-19 global pandemic, we requested a reallocation of those funds to complete a remote needs assessment, officially pilot the PRF, and develop our ten year vision and strategic plan.

In this first stage of work we assembled a five member Pacific Islander Advisory Committee (PIAC) of trusted PPP friends throughout the South Pacific. A draft survey questionnaire was then developed, reviewed, and approved by PPP's board members and external experts including the PIAC. The survey questions explored the organizational structure of responder organizations (mandate, staff, budget); priority needs and resilience drivers; and engagement with PPP. Questions were also included on gender dynamics and the impact of operations during a COVID-19 context.

Although a small sample size, responses were rich and diverse, coming from twelve Pacific Nations across the three Pacific regions: Polynesia, Melanesia and Micronesia. . More than 300 survey requests were sent out. We had 22 respondents (12 female, 7 male, and 3 gender not clarified), including representatives of 21 Pacific non-governmental organizations (NGO's), and one Pacific training consortium. Data was collected via Google forms and conducted interviews from January 31st - February 24th, 2021.

## South Pacific Islands Needs Assessment cont.

Alongside the PIAC, we developed the following definition adopted in part by the work of the Indigenous-led funds working group: **As an Indigenous-led Fund, we believe when South Pacific Islanders direct the design, strategy setting, implementation, monitoring and funds disbursement, it results in empowerment, resurgence, and self-determination, leading to transformative impact understood by all stakeholders.**

PPP extends heartfelt appreciation to all respondents to the remote needs assessment for their comprehensive input during a time when many were contending with COVID-19 operational constraints, costly and intermittent internet, and destructive weather events.

With the support of our partners, and the feedback we have already received throughout this journey, we truly believe that the PRF has immense potential in creating a positive, collaborative impact across the South Pacific region, and we look forward to the next phase of this integral process.

In the following pages, you'll find a summary of the key finding of the South Pacific Islands Needs Assessment, prepared and edited by PPP staff members Agnieszka Zuchora and Hanna Seinen. A full version of the report can be accessed [here](#).

There is an exiting of funders from the region, and particularly small granting funders from the region. Trends are moving toward large parts of funds, which means most grassroots communities cannot apply... so moving toward small rapid funds at the scale you're looking at... that's really important, well placed, and extremely timely. This is just the right way. Lots of dismissal around small grant making and that's a tragedy and lack of imagination, but this is one way to reach community.

-Maureen Penjueli  
Coordinator, Pacific Network on Globalization

# Summary Conclusions

The three most urgent issues facing South Pacific Islanders were identified as: climate change, food/water security, and health care needs.

The needs assessment includes responses from all three regions of the South Pacific with respondents across 12 Pacific Island nations. All respondents, half of whom had not previously been connected with the Pacific Peoples' Partnership (PPP), expressed a desire to either engage, or more deeply engage, with PPP in the future. These respondent organizations provide PPP rich potential for partnerships and collaboration with Pacific organizations that provide diverse services, sectoral expertise, and community reach.

Programmatic activity by the respondent organizations signals a serious commitment to building community resilience. Cited as fundamental to this work is nurturing social cohesion and actively ensuring food sources and natural environments are able to withstand stress and adaptation. **Building resilience is linked to creating space for traditional knowledge, family, freedom and inclusivity.** The three most urgent issues facing South Pacific Islanders were identified as: **climate change, food/water security, and health care needs**, with gender equality and environmental degradation following closely behind.

Respondents look to PPP for support in gaining **financial sponsorship and funding, knowledge-sharing opportunities, and networking.** This aligns with the greatest challenges cited by these organizations and their ability to engage: access to funding, shortage of staff and volunteers, as well as inadequate office space and technological infrastructure.

The assessment makes a strong case for the PRF to support communities in self determination, developing resilience as they choose to define it. The unique and diverse approaches the different organizations take to advancing community wellness clearly demonstrate that cookie-cutter approaches cookie cutter approaches are limiting and not representative of the unique needs of each community. The need to understand this diversity, combined with the South Pacific's strong oral traditions, affirm the value, and, in fact, necessity of PPP's Pacific Islander Advisory Committee.

## Summary Conclusions cont.

Respondent feedback also supports PPP continuing to advocate for Pacific Islanders in Canada and abroad. Within the Pacific, respondents see PPP not only as a funder but as a facilitator of strong partnerships and networks that create inclusive spaces where organizations and communities across the South Pacific can network and support each other through skill and knowledge sharing.

Survey responses indicate that **organizations like PPP must allow communities to design and lead projects in a way that is culturally appropriate and accepted within their communities.**

## Key Findings: Needs & Resilience

Climate change was overwhelmingly seen as an urgent issue, as were Food and Water Security (agriculture, fisheries, potable water) and Health Care (Covid, HIV, access to medicine, training).

Respondents were asked to identify external support that could be pivotal in helping their organization thrive. Key assistance is sought to gain financial sponsorship, raise their organization's profile and awareness, strengthen knowledge-sharing and networking, and in grant writing.

Respondents identified the priority learning needs within their organizations as: **fundraising** (and linked skill-building in proposal and report writing), **skill-sharing partnerships, and technology.**

Each respondent organization was asked, "If you could choose to implement one new project, what would it be?" No two answers were ever the same. A sample of the diversity: recreational facility for people with disabilities; composting initiative; reef restoration; men's support groups; legal action against coal mining; local cancer treatment; extending a positive parenting program.

When asked to list challenges respondent organizations may face, the responses were: **access to funding, shortage of local and international volunteers, and insufficient office space and technological resources.**

## RESILIENCE

Needs assessment respondents documented strong momentum and commitment to ensuring resilience in both their organizations and their communities. Responses centred on the importance of social cohesion and actively ensuring their food sources and natural environments can withstand stress and adaptation.

## GENDER

The majority of respondents stated that gender roles are clearly understood (although not always explicitly defined) and co-exist with men and women regarding each other with respect. Stopping gender-based violence, however, was reported as a key area of civil society focus. Respondents described their cultures as being predominantly patriarchal with men holding power and being in decision making positions, while women are often seen as helpers who are meant to support men. Many responders also stated that it is important to continue progressing women's involvement in leadership.

## COVID-19 IMPACT

Resilience was demonstrated in how respondent organizations weathered Covid-19. Three respondents reported no visible effects from the pandemic, while 19 stated multiple difficulties. **Revenue and donations dropped.** Many organizations were **unable to continue project work in 2020**, as they could not to go into communities or engage directly with people. Respondent's **lost access to capacity building resources and skill-sharing opportunities** due to no international travel. Some respondents were affected by the **significant increase in gender-based violence**, especially amongst girls who would normally otherwise be in school. Working in 'staff bubbles', working from home via the internet despite the high cost for employees, activating emergency plans, reverting to virtual counselling and switching to safe alternate methods of client contact were reported as means to make the most of the restricted opportunities to meet their clients' needs. During this period one respondent was able to increase services, staff and rates of pay. Another, during shutdown, used the time to work in small groups to build a new safe house.

# Key Findings: Engagement with PPP

The assessment sample included a near equal number of organizations that had previous involvement with PPP (12) and organizations that had not (10). Those who have been involved have predominantly been engaged as partners, financial supporters, PPP Networking Conference attendees or working in program development.

All respondents expressed interest in strengthening their engagement with PPP in the following ways:

- Financial Sponsor/Funding (8)
- Knowledge Sharing (5)
- Networking (5)
- Capacity Building (3)
- Climate Change (2)
- Professional Development (2)

Respondents identified involvement in the following PPP programs and offerings as being of most benefit or interest to them: partnership and funding; **Indigenous community engagement and solidarity**; a portal for Pacific connections and North/South exchanges; and information sharing, which includes having a Canadian voice advocate for the South Pacific.

Effective communication is key to such engagement. PPP trialed the Pacific Islander committee to strengthen engagement with local communities and to ensure processes are led by and for South Pacific Islanders. During this assessment, respondents indicated that when meeting in person is not possible, they prefer email, Zoom and Facebook as methods of communication, followed by WhatsApp and Skype.

*PPP acknowledges, with appreciation, the dedicated work of Agnieszka Zuchora in designing the assessment survey, collecting and analyzing data and preparing the report of which this summary is from.*



# Acknowledgements

Pacific People's Partnership is grateful to all of our staff, board members, partners, volunteers and friends who continually support the work that we do.

A special thanks to Full Circle Fund at RSF Social Finance, Victoria Foundation, Carmen Hildebrand of Hildebrand Consulting, the Thriving Non-Profits Program, and staff members Agnieszka Zuchora and Hanna Seinen for contributing to, editing, and designing this document.



**We thank you for your continued support in our vision and values as an organization.**

Image courtesy of Hildebrand Consulting.

---

## Contact

Pacific Peoples' Partnership  
#407-620 View Street, Victoria BC  
Canada V8W 1J6  
+1 250-381-4131

[www.pacificpeoplespartnership.org](http://www.pacificpeoplespartnership.org)  
[info@pacificpeoplespartnership.org](mailto:info@pacificpeoplespartnership.org)  
[@pacificpeoplespartnership](https://twitter.com/pacificpeoplespartnership)