



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

# ANNUAL REPORT



## 2025



Political  
Dialogue



Strategic  
Vision



Programmatic  
Actions



Communication  
and Visibility



2026  
Outlook



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# FOREWORD



**In an era where multilateralism faces profound tensions, the Organization of African, Caribbean and Pacific States (OACPS) remains a unique political space for the Global South, grounded in solidarity, dialogue, and the pursuit of common solutions.**

The year 2025 fully embodies this dynamic, serving as a period of clarity, choice, and collective responsibility.

The OACPS brings together States with diverse trajectories but facing similar structural challenges: economic and climate vulnerabilities, demographic pressures, and rapid geopolitical shifts. In this context, our responsibility is clear: to transform the Organization not only into a forum for consultation but into a lever for influence and action in service of our peoples' priorities.

The year 2025 marked a clear strategic choice: that of transformation. Through

the PACTE Initiative, the OACPS has affirmed its commitment to evolving into a more visible, effective, and impact-driven organization. This vision goes beyond internal reorganization; it reflects a deliberate political ambition to better support Member States in defending their priorities on the international stage.

This transformation trajectory unfolded amid significant constraints, however, persistent financial tensions sharply highlighted the fragility of the Organization's operational model and the urgent need for renewed collective commitment. It also underscored the





resilience of the Secretariat and its staff, who carried out their mission with professionalism and duty, often exceeding available resources.

In this challenging context, the acquisition of the OACPS's new headquarters in Brussels holds particular symbolic and strategic importance. It signifies lasting institutional anchoring, a commitment to stability and responsibility, and the determination to equip the Organization with a workspace befitting its mandate and ambitions.

As 2026 dawns, the OACPS prepares for a major milestone: the 11th Summit of Heads of State and Government. This Summit must clarify the Organization's future directions, strengthen its unity, and reaffirm the central role of solidarity among its members. More than ever, the OACPS is called upon to remain a credible, useful, and committed actor in service of its peoples.

I extend my sincere gratitude to the Member States for their trust, to our partners for their commitment, and to the entire Secretariat staff for their unwavering dedication. Together, we will build a stronger, more cohesive OACPS resolutely oriented toward the future.

**H.E. Moussa Saleh BATRAKI**  
Secretary General of the OACPS

# EXECUTIVE SUMMARY

The year 2025 was a pivotal milestone for the Organization of African, Caribbean and Pacific States (OACPS), marked both by intense political and programmatic activity, by far-reaching institutional choices, and by major financial constraints that affected the operational capacity of the Secretariat. In a rapidly evolving international context, the OACPS continued its efforts to consolidate its role as a political and cooperation platform serving its 79 Member States.

At the level of **high-level political dialogue**, the Secretary-General held numerous meetings with Heads of State and Government, Prime Ministers, Sectoral Ministers, as well as strategic partners. These exchanges helped **to strengthen the Organization's political visibility, to prepare major institutional milestones**, notably **the 11<sup>th</sup> Summit of Heads of State and Government**, and **to consolidate key partnerships**, particularly in the framework of South-South and triangular cooperation.

The year 2025 was also marked by the promotion of the **2025-2030 Strategic Vision**, driven by the PACTE Initiative, which constitutes the Organization's transformation roadmap.

**This vision is built around five major strategic pillars:**

- Strengthening the OACPS-EU partnership and the coherent implementation of the Samoa Agreement;
- promoting economic development and trade;
- strengthening democratic governance;
- increasing climate resilience;
- and institutional modernization.

The **PACTE Initiative** aims to reposition the OACPS as **a centre of excellence serving the public policies of its Member States**, while at the same time enhancing the internal effectiveness of the Secretariat.



In terms of **political and programmatic action**, the Secretariat continued the implementation and monitoring of around thirty programmes, financed mainly by the **11<sup>th</sup> European Development Fund**. Several major programmes came to an end in 2025, particularly in the areas of **biodiversity, climate, trade**, culture and **health**. The Organization also strengthened its engagement in emerging, high-potential sectors such as the **creative economy**, through concrete initiatives in **capacity-building** and **interregional cooperation**, illustrating the growing role of South-South cooperation.

However, the year 2025 was heavily affected by **severe financial and human constraints**, leading to a **“deficit of presence”** of the OACPS in several major international fora and limiting its capacity to fully deliver on its mandate. The temporary suspension of certain platforms, the reduction in participation in international conferences and the difficulties in supporting new institutional bodies, such as the regional parliamentary assemblies envisaged under the Samoa Agreement, illustrate these structural challenges.

At the institutional level, the **acquisition of the new OACPS headquarters** in Brussels was a **major strategic decision**. Beyond the real-estate dimension, this step reflects a choice of **institutional sovereignty** and the **long-term stabilization of the Secretariat’s functions**. It makes it possible to secure working conditions, enhance the Organization’s diplomatic visibility and provide an appropriate setting for statutory meetings and for receiving visiting delegations.

Finally, **the outlook for 2026** is shaped by **three priorities: the implementation of a highly constrained operational budget** focused on **essential activities**; the effective launch of the **Regional parliamentary assemblies**; and, above all, the preparation and holding of the **11<sup>th</sup> Summit of OACPS Heads of State and Government**, scheduled to take place in Malabo in March 2026, accompanied by several flagship events (Business Summit, SIDS Forum, Women’s Forum and Youth Forum). This Summit will need to provide **clear political guidance on the future** of the Organization, its **institutional model** and **the resources required** to achieve its ambitions.

# 1. HIGH-LEVEL POLITICAL DIALOGUE

10

## 1.1. Meetings with Leaders of Member States



His Excellency Mr Faustin-Archange Touadéra,  
President of the **Central African Republic** (13–15 July 2025)



His Excellency Mr Denis Sassou Nguesso,  
President of the **Republic of the Congo** (13–15 July 2025)



His Excellency Mr Brice Clotaire Oligui Nguema,  
President of the **Gabonese Republic** (21–22 July 2025)



His Excellency Dr Julius Maada Bio,  
President of the **Republic of Sierra Leone**  
and Chair of **ECOWAS** (28–29 July 2025)



His Excellency Mr Teodoro Obiang Nguema Mbasogo,  
President of the **Republic of Equatorial Guinea** (8 and 13 August 2025)



His Excellency Mr João Manuel Gonçalves Lourenço,  
President of the **Republic of Angola** and Chair of the OACPS Summit of  
Heads of State and Government (14–16 August 2025)



His Excellency Marshal Mahamat Idriss Deby Itno,  
President of the **Republic of Chad** (April 7, 2025)



His Majesty King Mswati III of the Kingdom of Eswatini,  
Head of State of the **Kingdom of Eswatini** and OACPS Champion for  
Resource Mobilization (6–8 November 2025)



His Excellency Mr Anatole Collinet Makosso,  
Prime Minister of the **Republic of the Congo**



His Excellency Mr Ulisses Correia e Silva,  
Prime Minister of the **Republic of Cabo Verde**





The Honourable Toelupe Maoiautele Poumulinuku Onesemo,  
Deputy Prime Minister and Minister of Works, Transport and Infrastructure  
of the **Independent State of Samoa**



His Excellency Mr Tété António,  
Minister of External Relations of the **Republic of Angola**



The Honourable Peter Shanel Agovaka,  
Minister of Foreign Affairs and External Trade of **Solomon Islands** and Chair  
of the OACPS Council of Ministers



His Excellency Professor David J. Francis,  
Minister of Foreign Affairs and International Cooperation of  
the **Republic of Sierra Leone**



His Excellency Mr Simeón Oyono Esono Angue,  
Minister of State for Foreign Affairs, International Cooperation and Diaspora  
of the **Republic of Equatorial Guinea**



The Honourable Barry Faure,  
Minister of Foreign Affairs and Diaspora of the **Republic of Seychelles**

## 1.2. Meetings with Partners



Mission to **FAO** Headquarters  
in **Rome**, Italy (14-15 October 2025)



Mission to Bali and Jakarta,  
**Republic of Indonesia** (27-31 October)

Pacte Initiative 2025-2030:  
a strategic roadmap to  
modernize the Organization  
and strengthen its impact  
on development.



# **PACTE INITIATIVE**

## **TRANSFORMING THE OACPS AND SUPPORTING ITS MEMBER STATES**

**2 0 2 5 • 2 0 3 0**

ORGANISATION OF AFRICAN, CARIBBEAN AND PACIFIC STATES



# 2. STRATEGIC VISION

## 2.1. PACTE Initiative

### 2.1.1. Context and Rationale

As an international organization bringing together **79 developing countries** across **three continents**, the OACPS plays a unique role on the international stage. Its Member States—including 40 Least Developed Countries and 36 Small Island Developing States—share **common challenges** in economic development, climate vulnerability, and governance.

After decades of cooperation under the Cotonou Agreement (2000–2020), the recent signing of the **Samoa Agreement in 2023** marks the start of a new comprehensive OACPS-EU partnership, covering priorities from **democracy** and **human rights to sustainable growth** and **climate change**. This historic transition offers the OACPS an opportunity **to reinvent itself and strengthen its impact**.

However, to fully capitalize on this new framework and meet the expectations of its members, the Organization must undergo **profound transformation**. Existing coordination and implementation mechanisms must be **modernized**, analytical and technical capacities **strengthened**, and **new initiatives** launched **to support States** in strategic areas such as climate resilience or democratic governance.

### 2.1.2. Strategic Objectives

The 2025–2030 Strategic Plan revolves around **5 strategic objectives** designed to transform the Organization into a **centre of excellence** while addressing the priority needs of its 79 Member States. These objectives, aligned with the **PACTE Initiative**, reflect a holistic approach that integrates the political, economic, environmental, and institutional dimensions of development.



# 2. STRATEGIC VISION

Each strategic objective is broken down into a strategic pillar rooted in the realities of the Member States:

1

## **Strengthen the OACPS-EU Partnership**

Ensure coherent implementation of the Samoa Agreement across its three pillars (political, economic, and development) and rigorous monitoring of commitments.

2

## **Promote Economic Development**

Strengthen Member States' capacities in trade and industrial policies through South-South research and technical assistance.

3

## **Enhance Climate Resilience**

Support Member States' adaptation and mitigation efforts against climate change, by integrating sustainability into all actions.

4

## **Strengthen Democratic Governance**

Reinforce the OACPS Parliament and support transparent electoral processes to promote the rule of law.

5

## **Modernize the Organization**

Improve the effectiveness of the Secretariat and national institutions through modern management tools and capacity building.





### 2.1.3. Programmatic Axes

#### Axe 1

##### Renewed OACPS-EU Strategic Partnership

**Objective :** Ensure the 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 pillar are:**

- **Overhaul of the OACPS approach to the Samoa Agreement** - This entails revisiting and integrating the agreement's six priority areas into OACPS strategies and programmes: (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 integrated approach will ensure that implementation and partnership dialogue across all dimensions of the Samoa Agreement progress together, avoiding siloed operations.

- **Establishment of a strengthened monitoring mechanism** - Creation of a permanent unit within the Secretariat to track the implementation of commitments under the Samoa Agreement. This mechanism could include a data collection and periodic reporting system from Member States, performance indicators for each pillar, and annual joint OACPS-EU reviews to assess progress, identify obstacles, and propose strategic adjustments if necessary.

# 2. STRATEGIC VISION

## Axe 2

### Economic Expertise and Trade Policy Support

**Objective :** Strengthen the capacity of OACPS countries to develop and implement economic and trade policies based on solid knowledge and tailored to their realities. This involves producing endogenous knowledge and enhancing technical skills within national administrations, as well as close collaboration with the private sector, academia, and research institutions.

#### Key components of this pillar are:

- **South-South research programme on trade and economic development** – Implementation of applied research initiatives focused on Member States’ priorities, building on the OACPS’s current policies on private sector development and value addition promotion. This will cover areas such as trade and sustainable development, investment, industrialization, and economic growth. The programme will mobilize experts from the Global South, as well as local and regional research centres, to produce studies, comparative analyses, and policy recommendations. Topics may include, for example: economic diversification, commodity dependence, the

role of critical raw materials in the green and digital transition, regional integration, the impacts of trade agreements such as Economic Partnership Agreements, the Everything But Arms initiative and other partnerships, or the promotion of sustainable investment and industrialization. The results of 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 Mines** – Provision of direct, tailored support to national institutions responsible for trade, agriculture, and mining (ministries, agencies). The programme could fund in-house experts, advisory missions, or training sessions to assist in formulating trade and investment strategies, negotiating and implementing agreements (e.g., WTO negotiations, EPAs, EBA, or regional agreements), implementing the OACPS Action Plan on critical raw materials, and developing regulatory frameworks that support innovation, the private sector, and compliance with sustainability standards.





### Axe 3

#### Climate Resilience and Sustainable Development

**Objective :** Support Member States in reducing their vulnerability to climate change and integrating the environmental dimension into OACPS action. This involves backing initiatives that enhance countries' capacity to anticipate, absorb, and recover from climate shocks while pursuing sustainable development paths.

**Key component of this pillar:**

- **Support for Member States' climate resilience** - Implementation of a cross-cutting climate assistance programme. Specifically, the OACPS will facilitate the development and implementation of national adaptation and mitigation plans, in alignment with the Paris Agreement. This will include helping countries access international climate finance (Green Climate Fund, Adaptation Fund, etc.) by assisting with bankable project

proposals and monitoring financial commitments. Additionally, the initiative will encourage experience-sharing among States (e.g., via an OACPS network of climate authorities) to disseminate best practices in climate risk management, agroecology, renewable energy, etc. Finally, climate issues will be systematically integrated into the other PACTE Initiative pillars (e.g., accounting for climate constraints in economic strategies or land-use policies, raising awareness during electoral observation missions about environmental conflict issues, etc.), ensuring overall coherence towards resilient development.

# 2. STRATEGIC VISION

## Axe 4

### Democratic Governance and Electoral Participation

**Objective :** Promote democratic values and the rule of law within the OACPS space by strengthening parliamentary institutions and supporting credible electoral processes. This aims to create an environment where legislative bodies fully play their role as checks and balances, and elections in Member States meet international standards of transparency and fairness.

#### Key components of this pillar are:

● **Strengthening the role of the OACPS Parliament** - Enhanced promotion and structuring of the OACPS Parliamentary Assembly as a body for oversight, dialogue, and strategic recommendations. The initiative will support thematic parliamentary sessions on major issues (climate, trade, peace and security, migration, etc.), provide training for 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 organization's strategic direction and relay the concerns of populations at the continental level.

● **Systematic electoral observation missions** - Institutionalization of an OACPS corps of electoral observers and deployment of missions to Member States holding national elections (presidential, legislative) or significant referendums. The programme will establish a standard methodology aligned with international best practices (deployment of teams before, during, and after voting; public reports; recommendations to electoral authorities). These missions will be coordinated with other organizations (African Union, CARICOM, Pacific Forum, EU, Commonwealth, Francophonie, etc.) to ensure complementarity and credibility. By providing regular monitoring of electoral processes, the OACPS will encourage respect for democratic processes, deter electoral fraud and violence, and help strengthen citizens' trust in electoral outcomes.



## Axe 5

### Institutional Modernization and Capacity Strengthening

**Objective :** Objective: Enhance the OACPS's internal performance to ensure optimal execution of its mandate and ambitions. This involves improving work processes, ensuring effective follow-up of decisions made by governing bodies, and strengthening the skills of staff and stakeholders.

#### Key components of this pillar are:

- **Modernization of management tools and processes** - Introduction of integrated and efficient management systems within the Secretariat. The initiative will fund, for example, the implementation of planning and monitoring-evaluation software, digitization of archives and document flows, and adoption of results-oriented management procedures. This digital and organizational transformation will aim to increase the Secretariat's efficiency, improve operational transparency, and facilitate data-driven decision-making.
- **Institutional decision follow-up mechanism** - Creation of a formalized system to track the implementation of regulations, resolutions, and decisions from OACPS bodies (Summit of Heads of State, Council of Ministers, Committee of Ambassadors, etc.). Specifically, this will involve establishing a central decision registry, with an action plan, de-

signed responsible parties, and deadlines for each. Regular follow-up reports will be prepared and presented to the relevant bodies to assess implementation status and, where necessary, reinvigorate delayed actions. Such a system will improve internal accountability and ensure that strategic directions set at the highest level are effectively translated into action.

- **Cross-cutting capacity-building programme** - Development of a comprehensive training and capacity-strengthening programme benefiting both Secretariat staff and officials from Member States' institutions. This component will include thematic training workshops (trade negotiation, climate finance, project monitoring-evaluation, strategic leadership, etc.), staff exchanges (temporary secondments between the Secretariat and national ministries to share experiences), and development of e-learning modules available across the OACPS. By investing in the human capital of the organization and its members, this cross-cutting programme will create a broader and more sustainable skills base.

# 2. STRATEGIC VISION

## 2.2. La Maison ACP

During 2025, the acquisition of the **OACPS's new headquarters** in Brussels emerged as a **structuring decision**, far exceeding a mere real estate transaction. It represented a choice of **governance and institutional sovereignty**, aimed at sustainably securing the Organization's statutory functions, stabilizing its working conditions, and **enhancing its credibility with Member States and partners**.

This decision arose within a complex real estate transition context, marked by the sale of the former ACP House and the constraint of temporary occupation of provisional offices, with no possibility of extension. Faced with these challenges, the Secretariat prioritized a long-term solution to ensure service continuity, **long-range planning, and control over risks** associated with transitional arrangements (contractual uncertainties, recurring costs, functional limitations).

The purchase of the new headquarters reflects a lasting anchorage of the OACPS within Brussels' ecosystem of international organizations. Owning a stable headquarters sends a strong institutional signal: it consolidates **the Organization's identity**, bolsters its diplomatic visibility, and contributes to **the quality of reception for delegations**, statutory meetings, and technical consultations. The new headquarters is located within the Woluwe Heights building (**Avenue des Communautés 110 / Rue de Bretagne 22, 1200 Woluwe-Saint-Lambert**) and comprises substantial real estate: 2,396 m<sup>2</sup> (3<sup>rd</sup> floor) and 1,198 m<sup>2</sup> (4<sup>th</sup> floor), a 133 m<sup>2</sup> archiving space, and 117 parking spaces.

Operationally, the transition was managed according to a "**zero disruption**" logic. On a tight timeline, the Secretariat secured early access to the new headquarters from 1 August 2025, following the signing of a purchase offer on 18 July 2025, enabling a phased move and **preservation of institutional activities' continuity**. The acquisition deed was signed on 12 September 2025 by the Secretary-General, H.E. Mr Moussa Saleh Batraki, ensuring the operation's legal security and setup stability.





This approach should be understood as an **asset restructuring and institutional investment**: it secures the Secretariat's work tool and increases predictability of operating conditions. It reduces exposure to real estate risks (damage, uncertainties, exceptional costs) and positions the Organization on a clearer budgetary and administrative trajectory, while **strengthening reception and representation capacities**.

Beyond the acquisition itself, the strategic challenge now lies in fully operationalizing the headquarters: **fitting out and modernizing** meeting spaces, suitable equipment, security, archive organization, and improved delegation reception. The new headquarters must enable the OACPS to hold in-person meetings in conditions befitting its mandate, enhance internal efficiency, and **improve Member States' institutional experience** within the Organization's common house.

**In conclusion, the purchase of the new headquarters should be presented as a multi-dimensional strategic decision: a choice of stability and institutional sovereignty; a guarantee of operational continuity; prudent asset management supported by the transformation of an existing asset; and a lever for modernization serving the OACPS's governance, diplomacy, and credibility. This decision sustainably strengthens the Secretariat's capacity to fulfil its mandate, within a secure, identifiable, and forward-looking work environment.**

# 3. POLITICAL AND PROGRAMMATIC ACTIONS

The year 2025 marked a transformative bridge for the OACPS Secretariat. Under the leadership of the Secretary-General, H.E. Mr Moussa Saleh BATRAKI, the Secretariat underwent a strategic reorganization aimed at streamlining the execution of policies and projects.

A central development was the creation of the **Department of Policies and Programmes** following the approval of the OACPS Secretariat's new organizational structure by the Council of Ministers meeting in May 2025. A key element of this restructuring was **the merger of the Sustainable Economic Transformation and Trade (SETT) and Macroeconomics, Development Finance and Programming (MFDP) departments** to form the new **Economy and Trade Unit**. This consolidation ensures that economic policy is directly informed by programming realities.

#### Other structural changes included:

- Elevation of the Environment and Climate Action Department to **Climate Resilience Unit (CRU)**;
- Renaming of Political and Humanitarian Affairs to **Department of Governance and Public Policies (GPPD)**.

A proposal was submitted in the first half of the year to reformulate the OACPS sub-committees and working groups in light of the new organizational structure. However, although this activity was initiated, it was suspended following the interruption of the various OACPS sub-committees' work, which coincided with the departure of several staff members at the end of June 2025. For simplicity, the activities recorded over the past year will be examined under the current entity names: **Climate Resilience Unit, Economy and Trade Unit, and Governance and Public Policy Unit**.





## 3.1. Key Highlights 2025

### 3.1.1. Climate Resilience Unit

#### Workshop on Climate Justice (25-26 September 2025)

Organization in Brussels of a two-day workshop, sponsored by the **FILE Foundation (Foundation for International Law of the Environment)**, on leveraging the Advisory Opinion (AO) of the International Court of Justice (ICJ) on climate action.

The objective of this workshop was **to examine strategies for capitalizing on the ICJ's Advisory Opinion** on States' obligations regarding climate change. The event brought together representatives from OACPS Member States, diplomats, legal experts, NGOs, youth-led climate initiatives, and community

organizations working for climate justice. Participants explored ways in which OACPS Member States can translate the ICJ opinion into concrete policies and action frameworks to advance climate justice and sustainable development.

The ICJ Advisory Opinion, delivered in July 2025, provides a legal interpretation of States' obligations on climate change mitigation, adaptation, and international cooperation under customary international law and key treaties, including the UNFCCC, the Paris Agreement, and UNCLOS. This opinion resulted from a **global initiative led by Vanuatu and supported by the OACPS Secretariat and other Member States** since 2022. Build



# 3. POLITICAL AND PROGRAMMATIC ACTIONS

▶▶▶ ding on this momentum, the OACPS organized the Brussels workshop to strengthen its collective response, both legally and politically.

## Following the workshop, it was agreed that:

### The OACPS Secretariat would:

- Finalize and disseminate, through appropriate channels, the approved Terms of Reference (ToR) of the OACPS Working Group on the ICJ Advisory Opinion.
- Coordinate interregional collaboration and develop a common strategy for submitting an OACPS resolution/declaration to COP30 in November 2025 in Belém (Brazil).
- Develop awareness-raising materials to strengthen Member States' engagement.

### Member States would:

- Integrate the ICJ findings into their national climate frameworks and legislation.
- Establish national legal working groups to follow up on the Advisory Opinion.
- Support advocacy for a UN General Assembly follow-up resolution reaffirming States' obligations.

**These outcomes were confirmed during an extraordinary meeting of the OACPS Subcommittee on Sustainable Development on 20 October 2025, and then reflected in the Secretary-General's statement issued at COP30 in Belém (Brazil).**





## Roundtable with SIDS Ambassadors

(1 October 2025)

In collaboration with the **Representation of Ireland** to Belgium, the OACPS Secretariat organized the second annual high-level meeting between ambassadors from the **OACPS Forum of Small Island Developing States (SIDS)** and Ireland's Permanent Representation to the European Union in Brussels.

The meeting aimed to strengthen dialogue, intensify collaboration, and identify strategic priorities to **support the sustainable development and resilience of OACPS SIDS**. It provided a platform for targeted exchanges on climate action, sustainable ocean governance, resource mobilization, and financial architecture reforms, in line with global sustainable development frameworks and ongoing multilateral processes.

The session was widely attended by diplomatic representatives from the **Caribbean, Pacific, Indian Ocean, and Atlantic regions**, demonstrating strong political commitment within the SIDS Forum. Delegations were present from Antigua and Barbuda, Bahamas, Bar-

bados, Dominica, Grenada, Guyana, Haiti, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Papua New Guinea, Samoa, Vanuatu, Comoros, Mauritius, Seychelles, Maldives, Cabo Verde, and Guinea-Bissau.

**The diversity and seniority of participants underscored the collective commitment of Member States to advance OACPS SIDS priorities, particularly the implementation of the ICJ Advisory Opinion on States' obligations regarding climate change, Bridgetown 3.0 Initiative, follow-up to the United Nations Ocean Conference, and strengthened cooperation with Ireland ahead of its EU Presidency in 2026.**

# 3. POLITICAL AND PROGRAMMATIC ACTIONS

## 3.1.2. Economy and Trade Unit

The Unit strengthened private sector engagement through high-level diplomatic and technical initiatives:

### Industrial Partnerships

(7 February 2025)

Ambassador-level visit to **Umicore's** metal recycling plant in Belgium, focused on establishing partnerships to support the circular economy.

### Private Sector Development

(11-14 February 2025)

Organization of the OACPS Business Forum meeting and High-Level Dialogue on Private Sector Development, titled “Shaping the Future: Advancing Private Sector Development for a Resilient and Prosperous OACPS”. The event was organized and funded in partnership with the European Commission and the OACPS Secretariat. It brought together over 100 decision-makers, entrepreneurs, business associations, business support organizations, international development partners, and other key stakeholders from all OACPS regions. By highlighting success stories, challenges, and innova-

tive solutions, the event provided a platform for exchanging best practices and lessons learned from implementing the OACPS-EU Private Sector Development Framework Strategy, endowed with €600 million and funded by the 11<sup>th</sup> European Development Fund (EDF). This knowledge-sharing process is essential for refining private sector development (PSD) strategies and promoting scalable, sustainable economic growth models, and the event served as an appropriate closure for the Business ACP Programme, responsible for implementing the strategy since 2018.





### **South-South Cooperation** (2-6 April 2025)

Participation of an OACPS delegation at the Startup Mahakumbh trade fair in India. Three OACPS young companies – AI Innovation Lab, Entrepreneurs of

Greatness, and Kahuto Pacific – were independently selected to participate in the Startup Mahakumbh event, sponsored by Startup/Invest India. This event enabled OACPS young enterprises to be showcased to thousands of potential investors and partners.

### **Financial Diplomacy** (24 June 2025)

Ambassador-level visit to Luxembourg to strengthen relations with the European Investment Bank (EIB).

### **OACPS World MSME Day Webinar** (26 June 2025)

Support to the OACPS Business Forum for organizing the OACPS World MSME Day webinar.

### **SME Policy** (22-24 July 2025)

Participation of the OACPS Secretariat in the first Ministerial Meeting on SMEs, organized by the ITC in Johannesburg (South Africa).

# 3. POLITICAL AND PROGRAMMATIC ACTIONS

## 3.1.3. Geneva Office: CEHDI Programme

The Geneva Office continued its essential oversight of the CEHDI Programme (Consolidation of the Education and Health Data Infrastructure), facilitating evidence-based decision-making across OACPS regions.

## 3.1.4. Governance and Public Policy Unit

### Creative Economy: Second Capacity-Building Training in Bali (Indonesia)

The Organization of African, Caribbean and Pacific States (OACPS) reaffirmed its commitment to strengthening creative and cultural industries (CCIs) across its Member States by participating in the second annual edition of the OACPS Creative Economy Capacity-Building Training Programme, held in Bali (Indonesia). The programme, which took place from 26 October to 1 November 2025, highlighted the significant potential of the creative economy as a pillar of inclusive growth and sustainable development.

### An Interregional Cooperation Framework

The training is the result of a structured partnership between the OACPS and the Government of the Republic of Indonesia, involving in particular the LDKPI Industrial Training Centre of Denpasar, the Ministry of Foreign Affairs, the Indonesian Embassy in Brussels, and Indonesian AID.

This initiative illustrates successful South-South cooperation and interregional exchange, as underscored by the OACPS Secretary-General, H.E. Mr Moussa S. BATRAKI, who hailed this collaboration as a model for promoting shared prosperity. Indonesia, the originator of the World Conference on Creative Economy (WCCE) since 2018, is determined to encourage meaningful international cooperation in this sector. During the week, the Secretary-General also held high-level discussions with the Government of the Republic of Indonesia in Jakarta and met with the Secretary-General of ASEAN (Association of Southeast Asian Nations). These exchanges focused on intensifying collaboration and partnership with the OACPS.



## 3.2. Strengthening Creative Sector Capacities

Sixty delegates from 33 OACPS member countries participated in intensive and interactive sessions, both in classrooms and on the ground, focused on strengthening the creative ecosystem. The training aimed to equip participants with essential knowledge, shared experiences, and best practices needed to bolster their national creative sectors, with particular emphasis on animation, digitization, fashion, and jewellery.

### The main areas of focus included:

- Strategies to enhance the resilience and sustainability of creative businesses;
- Exploring ways to promote social and economic progress through the creative economy;
- Networking and establishing international connections between creative professionals and policymakers.

The sessions provided a platform for exchanging diverse perspectives and operational knowledge, which participants are called upon to mobilize to make a significant contribution to the development of creative industries in their respective countries. Discussions are underway to continue the training collaboration between the OACPS and the Government of the Republic of Indonesia in 2026.

## 3.3. Programme Implementation and Monitoring

The Secretariat continues to provide strategic guidance for the implementation of approximately 30 ongoing programmes funded under the 11th European Development Fund (EDF). This oversight is ensured through rigorous internal controls and the holding of statutory steering committee meetings, some of which take place outside Belgium.



# 3. POLITICAL AND PROGRAMMATIC ACTIONS

Several flagship programmes and initiatives funded under the 11th EDF reached their natural conclusion or were affected by administrative changes:

## Climate Resilience Unit:

- Biodiversity and Protected Areas Management Programme (BIOPAMA II): closed in December 2025;
- MEA (Multilateral Environmental Agreements) III: officially completed in December 2025.

## Economy and Trade Unit:

- Business ACP Programme: completed in August 2025;
- Investment Climate Reform Programme (ICR Facility): completed in December 2025.

## Governance and Public Policy Unit:

- Programme to support the strengthening of health systems for the prevention and control of Zika outbreaks and other vector-borne diseases in the Caribbean: concluded in October 2025;
- ACP-EU Culture Programme: closed in December 2025;
- Reminder from June 2025: the European Commission (EC) resumed management of several programmes following organizational changes within the OACPS Secretariat.

## 3.4. Strategic Challenges

### 3.4.1. OACPS Private Sector Development (PSD) Knowledge Platform

This knowledge management platform, [www.businessacp.com](http://www.businessacp.com), was taken offline in July. Thanks to decisive action by the department, the deletion of thousands of private sector development best practices was avoided, and the platform was brought back online in November 2025. Operational costs related to hosting the platform have been approved for 2026.





### **3.4.2. Regional Parliamentary Assemblies (RPAs)**

The launch of the Regional Parliamentary Assemblies, starting with the Caribbean RPA in February 2026, represents a major challenge. The Secretariat currently lacks the specialized legislative and technical experts needed to provide adequate support to these new institutional bodies mandated under the Samoa Agreement. It will nevertheless strive to fulfil this role to the best of available resources.

## **3.5. 2026 Outlook: Operational Budget Approval, Regional Parliamentary Assemblies, and Summit of Heads of State and Government**

### **3.5.1. Operational Budget Approval**

In December 2025, the OACPS Council of Ministers approved the 2026 budget. This approval includes programme activities worth €209,000 as well as €243,000 for conference and mission participation. Although this budget is significantly reduced compared to previous departmental budgets, it reflects the severe financial difficulties currently facing the Secretariat. Among the Department's priority activities for the coming year is the launch of the ICJ Working Group, noting that the Ministerial Conference on Oceans, Inland Fisheries and Related Issues, scheduled to take place in the Caribbean, has been postponed to 2027, by which time it is hoped that the Organization's financial situation will have improved.

### **3.5.2. Regional Parliamentary Assemblies**

The Regional Parliamentary Assemblies will provide an opportunity to highlight the work carried out by the OACPS Secretariat and its partners in support of sustainable develop-



# 3. POLITICAL AND PROGRAMMATIC ACTIONS

ment in OACPS Member States, with positive impacts for the lives of billions of people in member countries:

- Caribbean: Antigua and Barbuda, 16-20 February 2026;
- Africa: Côte d'Ivoire, 4-11 May 2026;
- Pacific: Brussels or Ireland, December 2026.

## 3.5.3. OACPS Summit of Heads of State and Government

The priority for 2026 is the 11th OACPS Summit of Heads of State and Government, to be held in Malabo (Equatorial Guinea) from 27 to 29 March 2026.

**On the margins of the Summit, the Department will organize three flagship events:**

- OACPS Business Summit: to define the new private sector strategy;
- SIDS Forum: to address the particular vulnerabilities of small island developing states;
- Women's Forum: to integrate gender equality into the OACPS-EU partnership;
- Peace and Security Forum (to be confirmed).

It is expected that the Malabo Summit will provide clear guidance on the future of the Secretariat of the Organization of African, Caribbean and Pacific States (OACPS) and its institutional bodies.

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# 4. COMMUNICATION, VISIBILITY AND OUTREACH

## 4.1. ICT

### 4.1.1. Digital Transformation and ICT Services

In 2025, the Secretariat continued implementing its digital transformation agenda as a central lever for institutional reform, operational efficiency, and service delivery. Building on previous investments, emphasis was placed on **transitioning from system deployment to their effective adoption, reliability, and strengthened governance**. ICT services supported daily operations in administration, diplomacy, communication, and coordination with Member States and partners, prioritizing secure, user-friendly solutions that deliver measurable gains in efficiency, transparency, and resilience.

### 4.1.2. Enterprise Systems and Administrative Modernization

A major milestone in 2025 was the upgrade and continued operationalization of the Organization's Enterprise Resource Planning (ERP) system (Odoo), transitioning from Community version (v16) to Enterprise version (v19). This transition **enhances the modernization of the Secretariat's administrative and financial processes** by improving data integrity, streamlining workflows, and strengthening reporting, monitoring, and control capabilities. As the platform moves from implementation to fully operational use, it will improve inter-service coordination, enhance accountability, and consolidate internal controls. **The ERP system remains a cornerstone of the Secretariat's modern administrative architecture and an evolving foundation for future reforms.**

### 4.1.3. Digital Workplace and Collaboration

The Secretariat strengthened its digital workplace through expanded use of cloud-based collaboration and productivity tools, notably **Microsoft 365 Business Premium**. These tools improved document management, internal communication, and coordination across departments and sites, while supporting flexible work modalities and business continuity. Centrally managed security measures—such as access management and endpoint protection—contributed to safeguarding organizational data. The increased adoption rate has generated productivity gains and a more connected, resilient work environment.



#### 4.1.4. Institutional Digital Presence

In close collaboration with the internal website review team, progress was made towards finalizing **the Organisation's new institutional website**, which serves as an essential tool for visibility, transparency, and engagement with Member States, partners, and the public. Technical guidance ensured alignment with requirements on cybersecurity, accessibility, performance, and data protection. Once fully operational, the site will act as the main portal for institutional information and official communications.

English French Portuguese Spanish

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S'unir pour le développement, la résilience et une coopération régionale renforcée.

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Une seule voix, trois régions, soixante-dix-neuf nations

# 4. COMMUNICATION, VISIBILITY AND OUTREACH

## **4.1.5. Conference Services and Hybrid Engagement Work Environment**

The Secretariat continued developing a hybrid-ready conference and meeting environment, combining in-person facilities with secure virtual tools to support participation from across all OACPS regions. This approach underpins inclusive engagement for statutory meetings, thematic conferences, and partner events, while reinforcing business continuity and institutional resilience.

## **4.1.6. Cybersecurity, Access Control, and Data Governance**

Cybersecurity and information protection remained priorities throughout 2025. The Secretariat strengthened access controls, improved oversight of cloud-hosted data assets, and consolidated backup and recovery mechanisms. These measures support the confidentiality, integrity, and availability of institutional information while enhancing compliance with applicable data protection and governance requirements. Robust data governance is now essential to ensure trust, continuity, and institutional resilience.

## **4.1.7. ICT Service Delivery and Operational Support**

ICT services continued to provide essential operational support through responsive technical assistance, user support, and effective coordination of external providers. Support covered enterprise systems, collaboration tools, conferencing services, and institutional communications. Technical support for media and communication activities—including digital broadcasting and event coverage—also enhanced the Organization's visibility and outreach. Effective vendor management contributed to service quality, value for money, and risk reduction.



### 4.1.8. Outlook

The digital transformation program implemented in 2025 has strengthened the Secretariat's operational capacity and institutional resilience. Continued progress will require sustained investments in systems, staff skills development, and governance frameworks to maintain secure, efficient, and transparent operations, while supporting the Organization's mandate and future reforms.

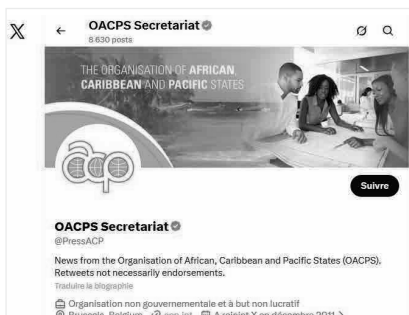
## 4.2. Social Media Communication

Since the appointment of His Excellency Secretary General Moussa Saleh Batraki, the visual and digital communication of the Organization of African, Caribbean and Pacific States (OACPS) has undergone a thorough restructuring. This evolution served a dual purpose: modernizing the Organization's institutional image and enhancing the effectiveness of its communication tools. Throughout 2025, a set of concrete actions was implemented to improve OACPS visibility, increase the quality of disseminated content, and sustainably structure production processes. These actions covered social networks, audiovisual production, press relations, institutional media, and internal spaces.

## 4.3. Communication, Visibility, and Social Media: Strengthening OACPS Visibility

2025 saw a progressive ramp-up in OACPS digital communication, both in volume and quality. Particular emphasis was placed on structuring the online presence and ensuring message consistency across various platforms.

# 4. COMMUNICATION, VISIBILITY AND OUTREACH



Institutional communication primarily relies on **X** (Twitter), **LinkedIn**, and **Facebook** social networks, with the latter serving as the Organization's main audience driver with over **13,000 followers**. Over the past 90 days (October 1 – December 29, 2025), performance indicators for the institutional Facebook page show significant improvement:



- 174,181 views, representing a **+127%** increase
- 3,832 interactions, up **+62%**
- 458 net new followers, marking **+144%** growth

These results reflect a significant scaling up in publication reach. Previously limited to an average of 1 post/week, communication now relies on regular, structured dissemination with an average of three posts per week, simultaneously relayed across all platforms.

This evolution results from combined efforts including increased posting frequency, improved quality of visual and editorial content, better alignment with the institutional



agenda and digital communication, as well as more embodied storytelling around the Secretary General's actions and travels worldwide. These adjustments have established a measurable and sustainable dynamic on social media.

## 4.4. Audiovisual Materials and Production Quality

A notable change also occurred in the overall approach to audiovisual communication. Previously, content production relied on very limited resources, preventing systematic coverage of institutional activities and failing to meet expected quality standards.

The progressive implementation of professional audiovisual equipment has structured production and significantly improved the quality of deliverables. This setup enabled more comprehensive coverage of the Organization's activities, better on-site responsiveness, and controlled dissemination of content across digital platforms.

During major events, such as the information day on Chad's National Development Plan "Tchad Connexion 2030" or the 120th session of the Council of Ministers, the quality of the productions and the effectiveness of the communication setup were praised by several ministers and ambassadors. These feedbacks highlighted the increased credibility of the produced content, both in their creation and in their dissemination on digital platforms.



# 4. COMMUNICATION, VISIBILITY AND OUTREACH

## 4.5. Institutional Audiovisual Production

Since September, sustained audiovisual production has been carried out to cover the official activities of the OACPS and the Secretary General, both at headquarters and externally.

This production has made it possible to systematically document key institutional moments and strengthen the visual promotion of undertaken actions. The content produced has focused in particular on:

- Photo and video coverage of institutional events.
- Recording of bilateral meetings and official sessions.
- Coverage of guestbook-signing ceremonies.
- Interview coverage of visits to the new headquarters by ambassadors, ministers, and partners.
- Coverage of the Secretary General's missions during external events and meetings.
- Coverage of workshops organized at headquarters and off-site.
- End-to-end production, including photo and video capture, editing, colour grading, retouching, and implementation of English and French subtitles. On-camera interviews and multi-camera recordings were also ensured for major events.

### 4.5.1. Technical Direction and Production Autonomy

Technical direction of the entire audiovisual setup is ensured in-house. It includes equipment management, organization of shoots, implementation of production workflows, and coordination of post-production and dissemination stages. This setup has also strengthened the operational autonomy of the communication service, reducing reliance on external providers for routine productions. Structuring technical production processes has helped to durably professionalize OACPS audiovisual communication and ensure continuity in institutional content production.

### 4.5.2. High-Level Events and Press Relations

Communication for high-level events has been managed in an integrated manner, covering the organization of press conferences, media relations management, and dissemina-





tion of institutional content. Press conferences were organized, relevant media identified, and targeted invitations sent, with rigorous follow-up. Master of ceremonies duties were also carried out, particularly in managing exchanges with the media and supporting institutional speaking engagements. These efforts enabled the distribution of audiovisual content on several national TV channels, notably in Chad, the Democratic Republic of Congo, Equatorial Guinea, Gabon, and Mali, as well as additional coverage by online media and magazines. In parallel, dedicated visual materials were designed to support these events, including flyers, large-format prints, and adapted visuals (retouching and vectorization) for printing. Altogether, these actions helped ensure a coherent and controlled image at each event.



# 4. COMMUNICATION, VISIBILITY AND OUTREACH

## 4.5.3. Rebranding and institutional identity within offices

A significant part of the work to modernize OACPS institutional identity involved making this evolution visible and consistent within workspaces themselves. The objective was to concretely translate the Organization's dynamic into its daily environment, ensuring continuity between the externally projected institutional image and the internally experienced one. To this end, numerous visual elements were designed and produced to durably anchor the institutional identity within headquarters offices. These interventions helped visually structure spaces and enhance the Organization's legibility in its internal operations.

Achievements included the creation of posters, banners, and badges, as well as the design of visuals applied to furniture and glass surfaces. Personalized door plaques indicating staff names and roles were also implemented, contributing to better identification of services and positions.

This work followed a both functional and organizational logic, going beyond mere aesthetics. The rebranding thus materialized through a tangible, daily, and uniform presence of institutional identity, contributing to space modernization, workplace professionalization, and strengthened sense of belonging within OACPS.



**50 YEARS  
79 NATIONS  
ONE VOICE**





#### 4.5.4. Branding of the New Institutional Website

The creation of a new institutional website involved in-depth work to rethink OACPS's digital showcase. This platform serves as a central tool for disseminating institutional information and a strategic entry point for Member States, partners, and external audiences.

The project covered both artistic direction and definition of the site's editorial line. A clear segmentation of sections was established, accompanied by content structuring and prioritization to ensure coherent presentation of the Organization's missions, priorities, and actions. Each section was designed to meet specific objectives of clarity, readability, and institutional coherence.

Special attention was paid to ergonomics and navigation fluidity, offering a more intuitive interface than the previous version while respecting current institutional communication standards. The site aims to be sober, professional, and forward-looking, in line with OACPS's evolution and governance dynamics.

This overall work contributes to durably strengthening the Organization's digital presence by providing a platform aligned with its values, strategic priorities, and updated institutional positioning.

# 4. COMMUNICATION, VISIBILITY AND OUTREACH

## 4.5.5. Design and Implementation of Conference Rooms - 4<sup>th</sup> Floor

In the context of the new headquarters space organization, conceptual and design work was undertaken for the complete reorganization of the 4th floor, aiming to provide OACPS with conference rooms meeting the highest diplomatic standards.

This initiative seeks to create spaces that are both functional and representative, capable of hosting high-level delegations under optimal conditions. The project builds on an advanced planning phase, including 3D modeling of proposed spaces and operations for removing partitions and reconfiguring existing volumes. The ambition is to design conference rooms reflecting a solidarity-driven Global South organization that is structured and future-oriented, both aesthetically and functionally.

### Work conducted or initiated includes:

- Supervision of the design and layout of several conference rooms within OACPS headquarters;
- Close collaboration with internal technical teams and external partners;
- Including audiovisual integrators, architects, furniture designers, and institutional design firms;

- Definition of coherent aesthetic and functional guidelines aligned with OACPS's modernized institutional image;
- Integration of technical and budgetary constraints from the design phase;
- Quality monitoring and deadline compliance at each process stage;
- Validation of final choices regarding furniture, lighting, signage, and audiovisual solutions;
- Continuous monitoring of international standards for diplomatic and multilingual conference room design.

This structuring project contributes to the sustainable modernization of headquarters infrastructure and OACPS's adaptation to contemporary multilateral diplomacy requirements.

In 2025, OACPS communication was profoundly structured and strengthened across all levels. Social media gained regularity, reach, and engagement with measurable results. Audiovisual production transitioned from limited resources to a professional setup, enabling expanded coverage of institutional activities both internally and internationally. Content was broadcast on several national channels and relayed by online media.



In parallel, the Organization's image became more visible and consistent within headquarters itself, a new institutional website was designed and structured, and concrete infrastructure modernization projects were launched. Altogether, these actions equipped OACPS with operational, functional, and immediately usable tools, laying solid foundations for planned 2026 developments.

# 5. 2026 OUTLOOK

The year 2026 opens for the OECS in a context that is both demanding and decisive. It marks a phase of consolidation for the strategic choices already undertaken, but also a pivotal moment for clarifying the Organization's role, positioning, and resources within the new framework of international partnership stemming from the Samoa Agreement.

The immediate priority for 2026 lies in **stabilizing the institutional and operational functioning of the Secretariat**, in an environment marked by persistent budgetary constraints. The execution of the approved operational budget will enable the OECS to **refocus its actions on its essential functions**, prioritizing **strategic coherence, efficiency, and impact**.

In this perspective, the adoption of the **new contribution system** from Member States will constitute a major milestone in 2026. This reform aims to **correct the limitations of the current mechanism and strengthen the Organization's financial sustainability**. The new system is based on a more equitable and differentiated approach, grounded in more objective criteria that take into account the real contributory capacities of Member States, while incorporating adjustment mechanisms designed to preserve solidarity within the Organization. Its adoption should contribute to **improving the predictability of resources, reducing structural arrears, and strengthening collective responsibility** in financing the OECS.

In parallel, the year 2026 will be marked by **the progressive deployment of the new institutional bodies** provided for in the **Samoa Agreement**, particularly the Regional Parliamentary Assemblies. Their establishment represents a significant turning point for **strengthening the democratic and participatory dimension** of the Organization. The Secretariat will support this process by ensuring institutional coherence and complementarity with existing structures, in **respect of available resources**.



On the political front, the **11th Summit of Heads of State and Government**, scheduled in **Malabo** in March 2026, will constitute the central event of the year. This Summit must provide **clear guidance on the future of the Organization, its governance model, and its strategic priorities**. The events organized on the margins of the Summit—notably the **Business Summit**, the **Forum of Small Island Developing States**, and the **Women's Forum**—will contribute to strengthening the OECS's positioning as a platform for dialogue, partnership, and collective action.

Finally, 2026 must enable **the strengthening of alignment between the PACTE Initiative and the Secretariat's daily actions**. The challenge is no longer merely to define strategic orientations, but **to translate these ambitions into credible, measurable, and adaptable operational mechanisms** suited to the realities of Member States. In this regard, improving monitoring tools, inter-service coordination, and knowledge management will constitute an essential lever.

**In conclusion, 2026 promises to be a year of truth for the OECS: a year in which institutional choices must be consolidated, ambitions prioritized, and the Organization must demonstrate its ability to evolve, adapt, and remain a relevant actor in service of its Member States and their populations.**







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