



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

# Repositioning A Transformed **OACPS** in a Changing World

## **STRATEGIC RENEWAL, FINANCIAL SUSTAINABILITY AND PARTNERSHIP REPOSITIONING**

OACPS - February 2026



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# I INTRODUCTION

**The Organisation of African, Caribbean and Pacific States (OACPS), established under the Georgetown Agreement in 1975 and revised in 2019, is an intergovernmental organisation comprising seventy-nine (79) Member States across Africa, the Caribbean and the Pacific. Headquartered in Brussels, Belgium, the Organisation serves as a platform for political coordination, collective advocacy, and strategic cooperation in pursuit of sustainable development and strengthened multilateral engagement.**

As the OACPS marks **fifty years of existence**, it stands at a critical inflection point. Born out of solidarity and formalised through the **Georgetown Agreement**, the Organisation emerged as a unique interregional alliance that translated shared historical experience into collective diplomatic leverage and tangible development gains. Through unity, its Members secured unprecedented cooperation frameworks and established themselves as a recognised bloc in global governance.

Today, the international landscape has fundamentally shifted. The world is increa-

singly multipolar, technologically driven, and geopolitically competitive. Traditional aid paradigms are waning, development financing has become more competitive, and global power is increasingly shaped by digital capability, influence in technological standards-setting, access to critical resources, and control over data and connectivity. At the same time, many OACPS Member States face acute climate vulnerability, demographic pressures, external debt distress, insecurity spillovers and widening digital divides—pressures that demand collective strategic action that no region can effectively pursue alone.

The foundations of external engagement are also evolving. Cooperation models once anchored in historical obligation are increasingly reframed around strategic interest, competitiveness and measurable value. Simultaneously, emerging global powers are reshaping development finance and geopolitical alignments. In such a context, fragmentation equates to diminished relevance. Unity, by contrast, multiplies influence—if it is operationalised through tangible delivery.

The OACPS collectively represents more than **1.1 billion people**, spans three strategically vital regions, and commands one of the world's largest combined maritime domains. Its Members possess significant natural resource endowments, youthful populations, and growing connectivity. These assets confer not only moral legiti-



macy but geopolitical weight. Yet declining cohesion, irregular financial contributions, and institutional fatigue risk eroding this collective strength.

**The Samoa Agreement**, provisionally applied since 1<sup>st</sup> January 2024, provides a renewed long-term framework and an opportunity for reinvention. The central question is no longer whether the OACPS should exist, but how it must evolve. The Organisation must shift from a model his-

torically anchored in aid and preferential trade toward one rooted in strategic sovereignty, technological interdependence, economic integration, and results-driven solidarity.

**The period 2026-2030 must therefore mark a decisive renewal—repositioning the OACPS as a results-oriented alliance that converts shared vulnerability into collective strength and shared history into a shared digital and economic future.**



II

# REPOSITIONING THE OACPS: RENEWED RAISON D'ÊTRE AND VALUE PROPOSITION

The OACPS can no longer be perceived primarily as a Secretariat-driven donor interface. Rather, it must operate as a political, economic and solidarity alliance of 79 developing states that collectively amplifies global influence, mobilises development finance, strengthens South-South and triangular cooperation, and delivers practical solutions to shared structural challenges.

In this new era, unity must be translated into outcomes. The OACPS must become:

- a coordinated diplomatic bloc shaping global debates on climate finance, trade reform, digital governance and debt restructuring;
- an institutional backbone for implementing the Samoa Agreement with credibility and measurable impact;
- a platform for technological cooperation, including digital public infrastructure, governance of emerging technologies, and data sovereignty;
- a steward of shared marine and mineral

wealth, supporting sustainable and equitable resource governance;

- a broker of intra-OACPS economic opportunity, investment and innovation.

The OACPS' renewed value proposition rests on **five comparative assets** that distinguish the Organisation in an increasingly competitive multilateral landscape:

## 1. Collective political and economic weight

The OACPS constitutes a significant global bloc. Across its diverse membership, the Organisation encompasses a broad spectrum of economies, from small and highly open economies to major emerging markets and resource-endowed states.

Beyond aggregate economic activity, the OACPS commands strategic relevance through:

- one of the world's largest combined maritime domains;
- significant participation in global commodity and agricultural supply chains;
- predominantly youthful demographics;
- and extensive diplomatic representation across multilateral institutions.





Individually, many Members have limited negotiating power. Collectively, the OACPS can shape global agendas on climate finance, debt sustainability, inclusive trade, digital transformation, and development effectiveness.

**Value proposition:** coordinated diplomacy and consolidated influence in global negotiations.

## 2. Custodian and implementer of the Samoa Agreement

The Samoa Agreement provides the long-term treaty framework governing the OACPS partnership with the European Union. The OACPS, as custodian and implementer of this mandate, must ensure the Agreement becomes operational, measurable and beneficial to all regions.

This role is carried through core functions:

- coordination of political dialogue and structured engagement on shared global challenges;
- operationalisation of regional protocols to ensure tailored outcomes and balanced regional ownership;
- alignment of development programming with Member State priorities and agreed strategic objectives;
- monitoring of commitments, accountability and implementation progress;
- facilitation of multi-stakeholder engagement, including civil society, the private sector and local authorities.

Without a strengthened and operational OACPS, the Agreement risks becoming a legal shell rather than a delivery framework.

# Repositioning A Transformed OACPS in a Changing World: **STRATEGIC RENEWAL, FINANCIAL SUSTAINABILITY AND PARTNERSHIP REPOSITIONING**

**Value proposition:** the OACPS is the institutional backbone of Samoa and its structured mechanisms.

### **3. Bridge to a competitive development and investment architecture**

The evolution of cooperation modalities and financing instruments has shifted the partnership landscape away from automatic funding and toward competitive, project-based access and performance-driven delivery.

For many OACPS Member States—particularly small island states, landlocked countries and fragile contexts—limited capacity to navigate complex instruments, procurement requirements and risk frameworks can constrain participation in large-scale investment initiatives. The OACPS is positioned to help reduce fragmentation and transaction costs by strengthening coordination, supporting coherent pipeline articulation, and facilitating structured engagement between Member States and partners.

**Value proposition:** improved coherence, coordination and competitiveness in a more demanding financing environment.

### **4. Platform for intra-OACPS economic cooperation**

While vast complementarities exist across energy, food systems, logistics, tourism, digital services and innovation, intra-OACPS trade and investment remain an untapped frontier.

The OACPS is positioned to convert political solidarity into tangible economic opportunity through structured matchmaking, value-chain integration, SME connectivity, services exports and technical exchange.

**Value proposition:** Operationalising solidarity to deliver tangible gains in trade, investment and innovation.

### **5. Collective resilience for small and vulnerable states**

Small island developing states, fragile states, and climate-exposed economies face systemic challenges that cannot be addressed in isolation. Negotiating climate finance, insurance mechanisms, debt restructuring and adaptation frameworks requires a unified front.

The OACPS provides consolidated advocacy and shared support, amplifying the priorities of the most vulnerable Member States.

**Value proposition:** collective leverage for equitable access to finance and fair global rules.



## III

# INSTITUTIONAL REFORM AND STRATEGIC RENEWAL

The OACPS is undertaking a comprehensive programme of institutional reform aimed at strengthening efficiency, transparency, accountability and results-based management within the Secretariat.

#### Key elements include:

- **adoption** of a streamlined organisational structure;
- **modernisation** of financial governance systems;
- **strengthening** of internal control frameworks;
- **revision** of staff regulations and administrative procedures;
- **enhancement** of performance management systems;
- **reinforcement** of strategic planning and policy coordination functions;
- **improved capacity** to structure and manage partnerships through clear workplans, deliverables and accountability frameworks.

These measures are intended to ensure that the Secretariat remains agile, financially sustainable and fully responsive to the evolving priorities of Member States.



Central to this renewal is the **PACTE Initiative–Partnerships, Action on Climate, Commerce and Economics**, Transformation of Institutions, and Electoral Support and Governance—which provides a coherent framework for repositioning the OACPS as a more effective, member-driven and globally relevant Organisation.

To ensure strategic clarity, internal reflections have underscored the need to consolidate the Organisation’s comparative advantage as a political platform, while strengthening its capacity to translate decisions into implementable, costed and partner-supported actions.



## IV FINANCIAL SUSTAINABILITY AND RESOURCE MOBILISATION

**Financial sustainability remains fundamental to the credibility and operational effectiveness of the Organisation.**

In accordance with **Decision No. 5/CXIX/25 adopted by the 119th Session of the Council of Ministers (Brussels, May 2025)**, enhanced efforts are underway to secure predictable and diversified financing for the Organisation's core functions and strategic priorities.

His Majesty King **Mswati III of the Kingdom of Eswatini** has been designated as **OACPS Resource Mobilisation Champion**. Preparatory efforts include the convening of an International Round Table for Resource Mobilisation in the lead-up to the 11<sup>th</sup> OACPS Summit.

Member States are encouraged to maintain regular statutory contributions, address arrears where applicable, and consider voluntary contributions aligned with the Organisation's strategic priorities.

In parallel, the OACPS is strengthening its partnership financing strategy, including more structured cooperation frameworks linking political objectives to delivery

mechanisms, clearer prioritisation, and approaches that reduce transaction costs for Member States and improve delivery credibility.



## V

# THE SAMOA AGREEMENT AND PARTNERSHIP REPOSITIONING

**The Samoa Agreement, provisionally applied since 1<sup>st</sup> January 2024, reaffirms commitments to human rights, democratic governance, climate action, inclusive economic development, and strengthened multilateral cooperation.**

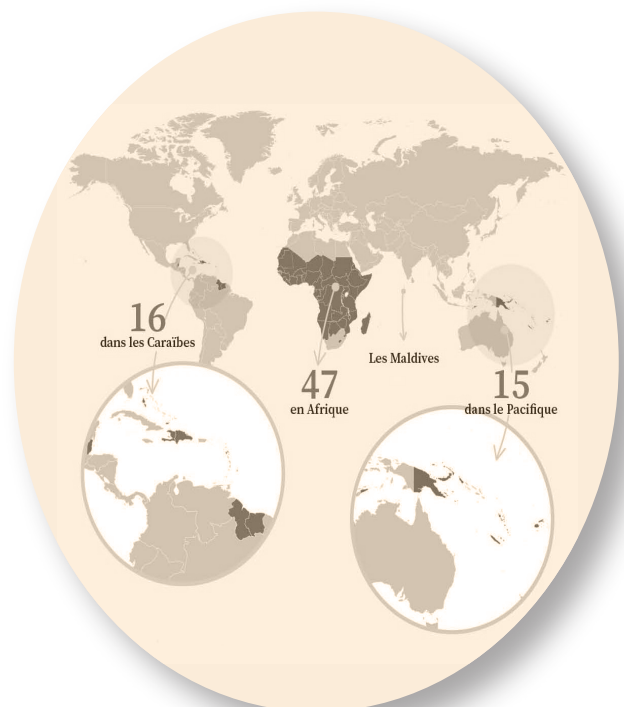
The Agreement establishes strengthened joint institutional mechanisms, including **the Council of Ministers, the Ambassadorial Level Senior Officials Committee (ALSOC), and the Joint Parliamentary Assembly.**

As implementation progresses, it remains essential to ensure that all Member States—particularly Small Island Developing States (SIDS) and Least Developed Countries (LDCs)—derive equitable and tangible benefits from the partnership.

The OACPS has emphasised that implementation must be increasingly results-oriented, with stronger linkages between political commitments and concrete instruments—particularly in climate finance access, digital transformation, connecti-

vity, skills transfer and private sector development.

The Organisation has further highlighted the importance of reducing fragmentation in delivery, strengthening coordination across complex cooperation modalities, and ensuring national authorities can engage through coherent pathways that minimise duplication and competing conditionalities.



## **VI FROM RESILIENCE TO COMPETITIVENESS: STRATEGIC ECONOMIC REPOSITIONING**

**In a rapidly evolving global economy marked by technological disruption, shifting trade dynamics and intensifying competition, the Organisation of African, Caribbean and Pacific States must move beyond a narrative centred solely on resilience toward one that actively advances competitiveness.**

While resilience remains essential, it must serve as a foundation for strategic economic repositioning enabling Member States not only to withstand shocks, but to integrate more deeply into global markets, value chains and innovation ecosystems. It is within this context that the OACPS must articulate a forward-looking economic agenda anchored in growth, diversification and sustainable prosperity.

Member States increasingly represent service-based economies, logistics hubs, emerging digital societies, international financial centres, tourism innovators and knowledge-based economies. Long-term prosperity will depend not solely on crisis recovery, but on deeper integration into

global trade, investment and technological value chains.

Implementation of partnership commitments must therefore give increased prominence to economic competitiveness alongside resilience, including improved market access, enhanced logistics and connectivity, expansion of digital trade and services exports, strengthened access to finance, and fair regulatory treatment for small and developing financial centres.

The OACPS has also noted that evolving regulatory frameworks in major markets—particularly in areas such as traceability, environmental compliance and due diligence—may significantly affect market access and investment decisions for OACPS economies. Strategic engagement is required to ensure such frameworks do not unintentionally deepen barriers to industrialisation and equitable participation.

Economic marginalisation remains a core risk. The strategic objective is therefore to move from resilience to competitiveness, from assistance to participation, and from vulnerability to value creation.



# VII CLIMATE ACTION, DIGITAL TRANSFORMATION AND STRATEGIC CONNECTIVITY

**The OACPS remains committed to advancing climate justice, equitable access to finance and inclusive digital transformation as central pillars of strategic repositioning.**

Many Member States face disproportionate climate impacts despite contributing the least to global emissions. Access to climate finance remains uneven, with countries possessing stronger technical preparation capacity often better positioned to secure funding than fragile and crisis-affected contexts.

The Organisation is therefore placing increased emphasis on **improved access to climate finance**, including through project preparation support, technical structuring and coordinated approaches for vulnerable Member States.

In parallel, the OACPS is exploring **a stronger political and programmatic role** in digital governance, including regulatory modernisation, protection of minors online, and balanced governance of digital platforms and emerging technologies.

Digital public infrastructure—especially civil registration and vital statistics systems—has emerged as a strategic priority with direct relevance to **inclusion, governance reform, service delivery, economic formalisation and mobility of citizens**. The OACPS is assessing scalable multi-country approaches, subject to financing and implementation arrangements.

The Organisation is also examining opportunities **to strengthen Member State participation** in strategic connectivity and investment corridors—particularly where regional aggregation creates scale, reduces costs and supports integration objectives, including in digital infrastructure, energy interconnection, maritime connectivity and logistics.



## **VIII** MULTILATERAL ENGAGEMENT AND GLOBAL ADVOCACY

The OACPS remains firmly committed to multilateralism as the most effective framework for addressing global challenges.

The Organisation advocates for **reform of the international financial architecture**, improved access to climate finance, inclusive trade systems, and strengthened South-South and Triangular Cooperation. Through coordinated advocacy in international fora, the OACPS continues to amplify

the collective voice of its Member States on **climate justice, financing for development, digital governance and global governance reform.**

In light of geopolitical fragmentation and increasing pressure on traditional development finance systems, the OACPS is intensifying efforts **to diversify strategic partnerships and identify complementary sources of technical and financial support**, while preserving Member State ownership and policy coherence.



IX

# 11<sup>TH</sup> OACPS SUMMIT - MALABO 2026

The 11<sup>th</sup> Summit of Heads of State and Government, to be held in March 2026 in Malabo, Equatorial Guinea, represents a pivotal milestone for the Organisation.

The Summit will consolidate institutional reforms, strengthen financial resilience, advance implementation of the Samoa Agreement, and reaffirm OACPS unity and solidarity.

In addition to the Summit itself, **thematic forums and high-level dialogues** are being prepared to support concrete outcomes in areas including **youth, women and development, private sector engagement, and island states**, as well as a dedicated **resource mobilisation segment**.

The Summit is expected to provide **strategic direction** on future positioning, including priorities for political coordination, partnership engagement, delivery mechanisms and financing for the 2026-2030 period.



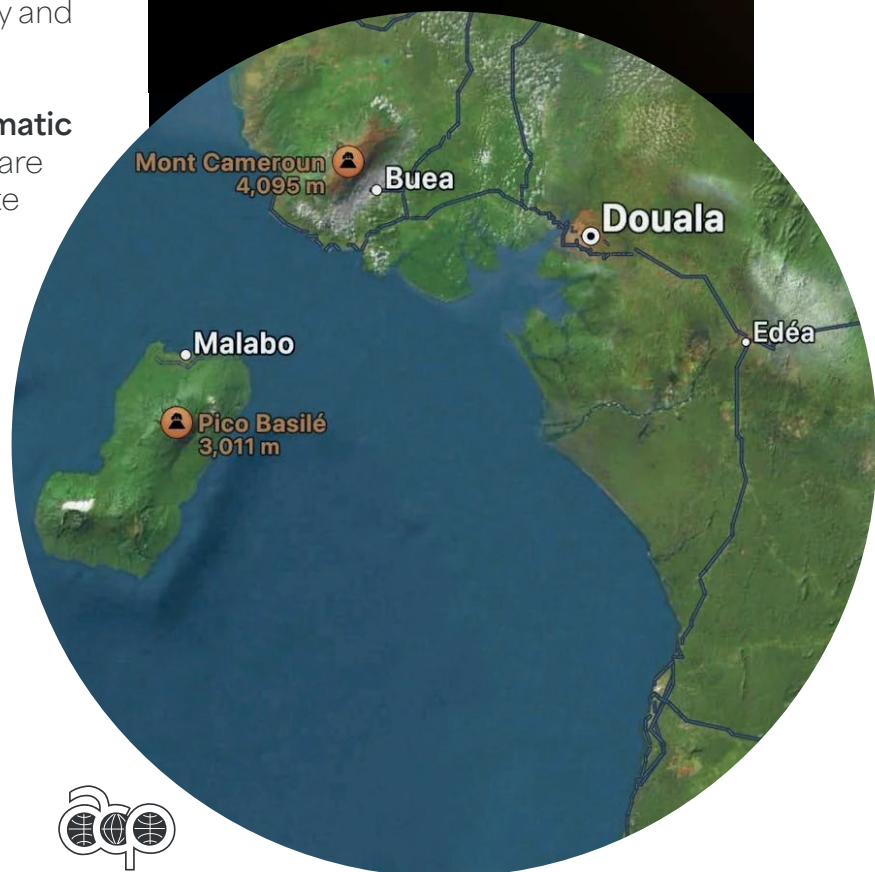
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X

# OVERVIEW OF ONGOING EDF INTRA-ACP PROGRAMMES

**The OACPS, in partnership with the European Union, is currently implementing thirty-one (31) ongoing EDF Intra-ACP Programmes with a cumulative allocation of approximately EUR 1.821 billion.**

## **A. Human and Social Development**

**Total Allocation: EUR 251 million**

Programmes focus on health systems strengthening, research and innovation capacity, cultural development, and support to the Mukwege Fund, contributing primarily to SDGs 3, 8, 9 and 17.

## **B. Environment and Climate Change**

**Total Allocation: EUR 298 million**

Programmes address climate services, biodiversity protection (BIOPAMA II), disaster risk reduction, SIDS support, and implementation of multilateral environmental agreements, advancing SDGs 6, 13, 14 and 15.

## **C. Support to Private Sector Development**

**Total Allocation: EUR 682 million**

Twenty programmes support agricultural value chains, SME development, trade finance, digital financial inclusion, women and youth entrepreneurship, investment

facilitation, mineral governance, and business climate reform. These initiatives advance SDGs 1, 2, 5, 8, 9, 10, 12 and 17 and represent the largest share of EDF funding.

## **D. Reserve Programmes**

**Total Allocation: EUR 40 million**

Includes the CreatiFI programme and domestic revenue mobilisation support (“Collect More – Spend Better”), strengthening fiscal sustainability and economic governance.

## **E. Other Funded Programmes**

**Total Allocation:**

**Approximately EUR 550,000**

Additional targeted support includes strengthening health portfolios and advancing marine stewardship initiatives.

**Collectively, these programmes demonstrate a strong emphasis on private sector competitiveness, climate resilience, human development, and institutional strengthening across OACPS regions, and provide an important foundation for future strategic programming under renewed partnership arrangements.**



# NEW SOCIAL CONTRACT WITH MEMBER STATES: MUTUAL ACCOUNTABILITY

The Organisation proposes Mutual Accountability Compact, reframing Member State contributions as a strategic investment in collective prosperity and influence rather than an administrative obligation.

Member States would commit to:

- **Financial predictability** through timely settlement of assessed contributions;
- **Strategic political ownership** through sustained high-level engagement;
- **Sectoral leadership** by hosting regional initiatives and decentralised centres of excellence;
- **Technical sovereignty** through secondments and provision of national experts.

The Secretariat would commit to:

- **Institutional excellence** and transparency through strengthened oversight and external audits;
- **Results-based management** with clear annual outputs aligned to Member priorities;
- **Strategic clarity** and prioritisation in programme development and partnership engagement;
- **Performance accountability** through dashboards tracking impact, delivery and efficiency.

This reciprocal framework reframes Member contributions not as obligation, but as investment in collective outcomes and influence.



## XII CONCLUSION

**At fifty years of existence, the OACPS stands at a moment of renewal. Its legacy of solidarity remains its greatest strength; however, continued relevance requires adaptability, strategic clarity, financial sustainability and tangible delivery.**

In a world that is increasingly fragmenting into blocs, the OACPS' cross-regional alliance remains rare and strategically valuable. Bridging the Atlantic, the Indian and the Pacific Oceans, and encompassing diverse cultures, languages and political systems, the Organisation is united by common structural challenges and shared aspirations for dignity, prosperity and voice. In this context, **solidarity is not sentiment; it is strategy.**

Through institutional reform, strengthened financial foundations, forward-looking implementation of the Samoa Agreement, and a sharper value proposition anchored in competitiveness, climate justice and digital transformation, the OACPS is repositioning itself as a credible advocate for its Members and a proactive actor in global governance. Yet this repositioning will only succeed if unity is operationalised through **discipline, coherence and measurable outcomes**, and if fragmentation is not allowed to seep into the Organisation at precisely the moment unity is most required.



The continued commitment, engagement and collective ownership of **all seventy-nine Member States** will determine the Organisation's success in translating unity into concrete collective action in an increasingly complex global environment. This requires a recommitment not only rhetorically, but financially and institutionally, to strengthening the Organisation—ensuring assessed contributions are honoured not as administrative obligations, but as investments in collective leverage; deepening coordination among Ambassadors and national authorities; modernising institutional mechanisms; and harnessing digital tools so that cooperation becomes continuous rather than episodic. Above all, the purpose remains unchanged: alone, many Members negotiate for survival; together, they can negotiate for transformation. In this increasingly uncertain world, solidarity is not optional—it is indispensable, and it must be chosen deliberately, strengthened intentionally, and carried forward with renewed conviction.













Promote unity, sustainable development, and global cooperation among member countries.



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