



COMMONWEALTH PARLIAMENTARY ASSOCIATION

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# Small Branches

Strategic Plan 2021 - 2023

[www.cpahq.org](http://www.cpahq.org)

Empowering  
**small** parliaments  
to tackle **big**  
challenges.



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# Foreword



Hon. Niki Rattle, Speaker of the Parliament of the Cook Islands, was elected as the 2nd CPA Small Branches Chairperson at the 37th Small Branches Conference, held in Kampala, Uganda, September 2019.

As Chairperson of the CPA Small Branches network, I am delighted to present the Strategic Plan for the period 2021 – 2023. This Strategic Plan continues the tremendous growth of the Small Branches network over recent years. Building on the progress made over the last three-year period, guided by the inaugural Small Branches Strategic Plan 2018 – 2020, this Strategic Plan sets the most ambitious path forward in the network’s history. The work achieved by my predecessor and the first CPA Small Branches Chairperson, Hon. Angelo Farrugia MP, Speaker of the House of Representatives of Malta, has laid the foundation for this growth.

The Strategic Plan places at its centre the issues that small parliaments and jurisdictions across the Commonwealth face in what is a rapidly changing world. The priorities contained within the Strategic Plan reflect both the diversity of the Small Branches’

membership and the common challenges shared between them. Through a clear strategic framework, the Strategic Plan holds true to the broader values of the CPA in addressing the needs of parliaments and parliamentarians, whilst focusing on a range of thematic issues relevant across small jurisdictions.

My own jurisdiction of the Cook Islands shares many commonalities with other small territories. Vulnerability to external shocks and the physical consequences of a warming planet are just some of the structural challenges that jointly threaten our progression sustainable development. Many of these challenges can't be tackled alone and, more than anything, the Small Branches network enables its members to work together, share knowledge, exchange experiences and provide for a more unified voice on the world stage. I hope the Strategic Plan will be a valuable guide for the Network in working towards these ends.

I am excited, in my capacity as Small Branches Chairperson to support the collective efforts in fulfilling the Strategic Plan. I look forward to working alongside member parliaments and parliamentarians, the wider CPA membership, colleagues at the CPA Headquarters Secretariat and international partners as we make progress over the next three-years and beyond, embracing the challenges and charting a common way forward.

A handwritten signature in black ink, reading "Niki Rattle". The signature is fluid and cursive, with a large, stylized initial "N" and "R".

Hon. Niki Rattle

**Small Branches Chairperson**  
**Speaker, Parliament of the Cook Islands**



Small Branches network meet in Malta, January 2020

The Small Branches network uniquely brings together small **national** and **sub-national** jurisdictions.

# About Small Branches



**Over 40  
parliaments**



**Over 1,000  
parliamentarians**



**7 CPA  
Regions**

## History

Since 1981, the Small Branches has held its Annual Conference as part of the Commonwealth Parliamentary Conference. Initially as a means to boost cooperation between small jurisdictions within the CPA, the network has continued to grow. In addition to its original remit, the network now delivers a number of programmes in parliamentary strengthening and a range of relevant thematic areas, all towards strengthening the development and resilience in small jurisdictions across the Commonwealth.

## Structure

The Small Branches network represents Commonwealth jurisdictions with populations under 500,000 and operates within the framework of the Commonwealth Parliamentary Association. It is governed by a Chairperson, elected every 3 years, and a Steering Committee of representatives from each of the CPA Regions within the Small Branches network. Staff from the CPA Headquarters Secretariat support the network by coordinating activities alongside its members.

# Overview

## Small Branches Strategic Plan 2021 - 2023

The Strategic Plan 2021 – 2023 was approved by the Small Branches Steering Committee in 2020, following the conclusion of the previous, and inaugural, Small Branches Strategic Plan 2018 - 2020. The Strategic Plan was also informed by a review process led by the CPA Headquarters Secretariat involving input from the Small Branches' membership. This has enabled the Small Branches network to build upon the results achieved and lessons learned from the period covered by the previous Strategic Plan.

This Strategic Plan has been designed with brevity and clarity in mind. It is goal-oriented and focused on the needs of its membership. At the same time, it will provide the CPA Headquarters Secretariat and international partners with greater understanding as to what the Small Branches network wishes to achieve. Among other changes from the previous Strategic Plan, the new Strategic Plan has streamlined the Strategic Results Framework to ensure greater linkage between the overarching mission statement and the subsequent outcomes, outputs and activities.

A separate Business Plan will accompany the Strategic Plan and will be produced on an annual basis. The Business Plan will include specific planned activities, deliverables and budgets for the year, which will be linked to the Strategic Plan's mission statement and outcomes.



# Structure

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## Mission Statement



The mission statement provides one clear and powerful statement of intent. The mission statement is aspirational and, although not achievable by the Strategic Plan alone, will strive towards the goal in the long-term. The mission statement encapsulates language from the previous Strategic Plan while seeking to be more outward looking and ambitious.

## Outcomes



A set of desired Outcomes will lead to the overall mission statement. The outcomes incorporate the strategic purpose and strategic priorities from the previous Strategic Plan, but does so at a higher and broader level. This approach removes the need for having Pillars and other sub-categorisations which can create potential duplication and confusion.

## Outputs



Outputs are produced as a result of an activity. In other words, outputs will be what the Small Branches network will do to achieve the outcomes, as stated above. The outputs will, therefore, be linked to planned activities contained within the Business Plan.

## Thematic Priorities

As with the previous Strategic Plan, the Small Branches network will continue to identify priority themes, focused on over the lifetime of the Strategic Plan. Throughout the chosen thematic priorities, the Small Branches network will embed the theme of parliamentary strengthening and democratic governance.

# Mission Statement

## Our Mission

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To empower small parliaments to overcome national and global challenges through cooperation, advocacy and the strengthening of parliamentary democracy and good governance.

# Outcomes



**Support** Small Branch parliamentarians in maximising their efficacy as legislators, scrutineers, representatives and advocates for the betterment of their societies.



**Strengthen** parliamentary processes to enable small branches to better address national developmental challenges and increase resilience.



**Establish** partnerships and enhance stakeholder engagement, raising the profile of the Small Branches network and improving the exchange of knowledge, data and experiences.



**Proactively take** a central role in the governance and performance of CPA and linked bodies, ensuring the specific requirements of small branches are mainstreamed across the CPA.

# Outputs

Work directly with member legislatures at a bilateral and multilateral level to facilitate trainings and learning programmes to increase the capacity of parliamentarians.

Provide a platform and opportunity for small branch parliamentarians to network and share good practice across the Commonwealth and internationally and to play a more proactive role in international fora.

Provide more focused support to member legislatures by designing and adjusting CPA programmes and engagements to the specific needs of small legislatures.

Actively promote the dissemination of science and data towards the development and review of policy related to the sustainable development of small jurisdictions

Develop engaging and consistent communications and promotional material as part of wider awareness-raising activities.

Expand partnerships with bodies that have overlapping values and purposes to achieve mutually beneficial outcomes.

Produce relevant and high-quality research and learning materials to promote knowledge and raise awareness on a range of thematic areas pertinent to small jurisdictions.

Explore and seek external funding, and assist its members, to facilitate its activities and achieve its thematic priorities.

# Thematic Priorities

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## Climate Change and Environmental Governance

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- Securing sustainable finance towards climate change adaptation and mitigation.
- Progressing the transition to renewable energy.
- Protecting sustainable and equitable use of ocean resources through the "blue economy".

## Connectivity, Technology and Innovation

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- Improving connectivity and infrastructure to strengthen ICT penetration to communities.
- Technology and innovation to improve effectiveness of parliaments (e-parliaments).
- Growth of the digital services economy and public service delivery.

## Human Rights

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- Fulfilling and protecting human rights obligations.
- Migration and the impact of human displacement.
- Promote interests and capacity of small jurisdictions at international fora.



# Our Members

## **AUSTRALIA**

Australian Capital Territory

Northern Territory

## **AFRICA**

Seychelles

## **BRITISH ISLES AND THE MEDITERRANEAN**

Alderney

Falklands Islands

Gibraltar

Guernsey

Isle of Man

Jersey

St Helena

## **CANADA**

Northwest Territories

Nunavut

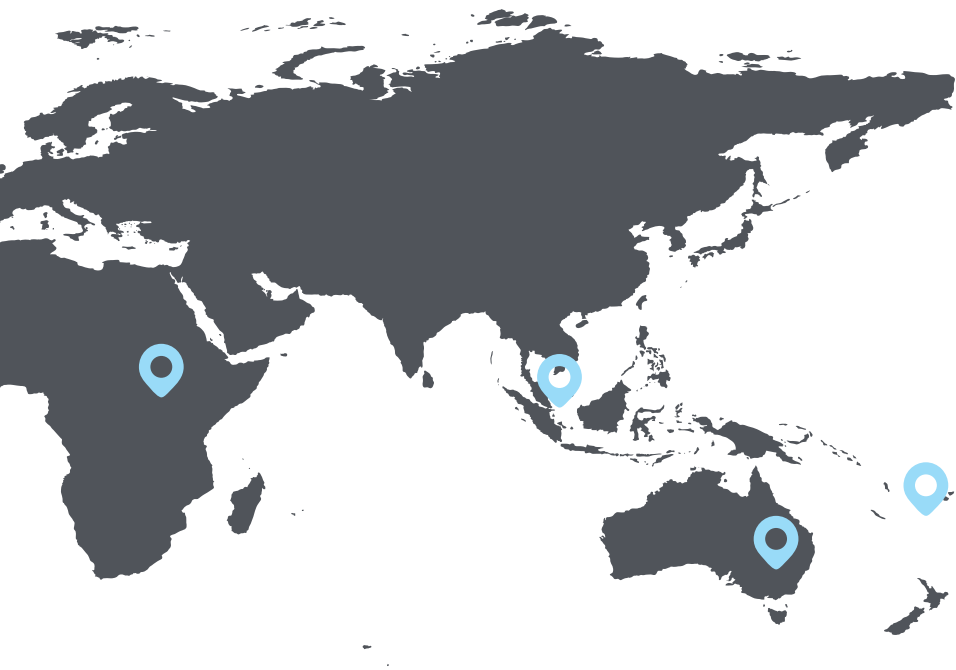
Prince Edward Island

Yukon

## **CARIBBEAN, AMERICAS AND THE ATLANTIC**

Anguilla

Antigua & Barbuda



The Bahamas

Barbados

Belize

Bermuda

British Virgin Islands

Cayman Islands

Dominica

Grenada

Montserrat

St Christopher &  
Nevis

Nevis Island

St Lucia

St Vincent & the  
Grenadines

Turks & Caicos  
Islands

## **PACIFIC**

Bougainville

Cook Islands

Kiribati

Nauru

Niue

Samoa

Tonga

Tuvalu

Vanuatu

## **SOUTH EAST ASIA**

Perlis, Malaysia

# Contact us



## **Connect with the CPA**

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