



Pacific
Community
Communauté
du Pacifique

SPC BUDGET

Approved by CRGA 54

FINANCIAL
YEAR ENDING
31 DECEMBER
2025

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Income and expenditure budget (EUR)

	2024R	2025	2026	2027
INCOME				
UNRESTRICTED (CORE)				
MEMBER CONTRIBUTIONS				
Assessed Contributions				
Australia	2,681,600	2,681,600	2,681,600	2,681,600
France	2,095,000	2,095,000	2,095,000	2,095,000
New Zealand	1,717,900	1,717,900	1,717,900	1,717,900
United Kingdom	417,900	417,900	417,900	417,900
United States of America	1,188,000	1,188,000	1,188,000	1,188,000
Metropolitan Members	8,100,400	8,100,400	8,100,400	8,100,400
Island Members	1,771,200	1,771,200	1,771,200	1,771,200
Subtotal	9,871,600	9,871,600	9,871,600	9,871,600
Voluntary Contributions				
Australia	5,473,228	6,318,400	6,618,400	5,418,400
France	305,000	305,000	305,000	305,000
French Polynesia	200,000			
Subtotal	5,978,228	6,623,400	6,923,400	5,723,400
Host Country Grants				
Fiji	33,500	33,500	33,500	33,500
New Caledonia	183,400	183,400	183,400	183,400
Vanuatu	58,700	58,700	58,700	58,700
Federated States of Micronesia	15,000	15,000	15,000	15,000
Subtotal	290,600	290,600	290,600	290,600
Observer Contributions				
European Union	28,160	28,160	28,160	28,160
Subtotal	28,160	28,160	28,160	28,160
TOTAL MEMBER CONTRIBUTIONS	16,168,588	16,813,760	17,113,760	15,913,760
OTHER INCOME				
Student & scholarship fees				
Bank interest and Foreign Exchange	3,006,287	1,959,941	1,294,604	855,128
Subtotal	3,006,287	1,959,941	1,294,604	855,128
TOTAL UNRESTRICTED INCOME	19,174,875	18,773,701	18,408,364	16,768,888
RESTRICTED				
Programme				
Australia - DFAT	11,376,801	14,287,242	11,462,157	10,387,608
- ACIAR	275,038	271,841	307,066	
New Zealand	10,933,472	11,254,799	9,154,093	5,117,370
Sweden	1,000,376	1,028,515		
British High Commission	557,333	853,436	1,147,646	225,585
Subtotal	24,143,020	27,695,833	22,070,962	15,730,563
Project	87,317,814	83,977,980	94,263,964	47,027,589
TOTAL RESTRICTED INCOME	111,460,834	111,673,813	116,334,926	62,758,152
TOTAL INCOME	130,635,709	130,447,514	134,743,290	79,527,040
EXPENDITURE				
Net Unrestricted (Core) Expenditure				
Restricted Programme Expenditure	24,143,020	27,695,833	22,070,962	15,730,563
Restricted Project Expenditure	87,317,814	83,977,980	94,263,964	47,027,589
TOTAL EXPENDITURE	130,219,774	131,449,072	135,732,720	88,793,225
SURPLUS / (DEFICIT)	415,935	(1,001,558)	(989,430)	(9,266,185)

Expenditure by programme (EUR)

	2024R				2025			
	Unrestricted (Core)	Restricted Programme	Restricted Project	Total	Unrestricted (Core)	Restricted	Restricted Project	Total
TOTAL INCOME	19,174,875	24,143,020	87,317,814	130,635,709	18,773,701	27,695,833	83,977,980	130,447,514
EXPENDITURE BY PROGRAMME								
PROGRAMME ACTIVITIES								
CHAPTER 1 - EDUCATIONAL QUALITY AND ASSESSMENT PROGRAMME								
Educational Quality and Assessment Programme	448,300	4,346,129	2,310,012	7,104,441	432,404	6,010,858	993,350	7,436,612
TOTAL CHAPTER 1	448,300	4,346,129	2,310,012	7,104,441	432,404	6,010,858	993,350	7,436,612
CHAPTER 2 - FISHERIES, AQUACULTURE AND MARINE ECOSYSTEMS								
Director's Office	1,587,309	1,458,544	3,986,494	7,032,347	1,091,429	1,739,755	6,019,147	8,850,331
Coastal Fisheries and Aquaculture Programme	604,857	666,790	6,353,208	7,624,855	510,884	1,319,945	4,829,490	6,660,319
Oceanic Fisheries Programme	935,925	451,868	11,362,663	12,750,456	1,030,361	748,037	12,373,707	14,152,105
TOTAL CHAPTER 2	3,128,091	2,577,202	21,702,365	27,407,658	2,632,674	3,807,737	23,222,344	29,662,755
CHAPTER 3 - GEOSCIENCE, ENERGY AND MARITIME								
Director's Office	791,400	1,029,864		1,821,264	729,000	900,000		1,629,000
Disaster and Community Resilience Programme	506,000		10,283,644	10,789,644	489,500		8,495,398	8,984,898
Georesources and Energy Programme	406,100		3,716,208	4,122,308	344,600		7,881,975	8,226,575
Oceans and Maritime Programme	344,100	1,083,554	6,707,064	8,134,718	275,396	1,377,312	8,067,719	9,720,427
TOTAL CHAPTER 3	2,047,600	2,113,418	20,706,916	24,867,934	1,838,496	2,277,312	24,445,092	28,560,900
CHAPTER 4 - LAND RESOURCES DIVISION								
Director's Office	1,341,777	890,303	639,500	2,871,580	1,116,788	670,794	1,854,638	3,642,220
Genetic Resources	295,738		2,013,894	2,309,632	286,414		1,440,759	1,727,173
Sustainable Forest and Landscape Management	95,962		214,517	310,479	98,236		213,092	311,328
Sustainable Agriculture	134,327		1,095,459	1,229,786	134,347		569,192	703,539
Markets for Livelihoods	214,717		3,762,778	3,977,495	295,049		1,625,272	1,920,321
TOTAL CHAPTER 4	2,082,521	890,303	7,726,148	10,698,972	1,930,834	670,794	5,702,953	8,304,581
CHAPTER 5 - PUBLIC HEALTH DIVISION								
Director's Office	1,141,796	4,165,755		5,307,551	1,025,126	3,274,831		4,299,957
Non-Communicable Diseases Prevention and Control Programme			633,830	633,830			798,108	798,108
Surveillance, Preparedness and Response Programme			946,409	946,409			653,716	653,716
Clinical Services Programme			1,708,897	1,708,897			1,141,726	1,141,726
TOTAL CHAPTER 5	1,141,796	4,165,755	3,289,136	8,596,687	1,025,126	3,274,831	2,593,550	6,893,507
CHAPTER 6 - HUMAN RIGHTS AND SOCIAL DEVELOPMENT DIVISION								
Human Rights and Social Development Division	1,326,331	2,897,012	15,386,240	19,609,583	645,210	2,944,303	13,730,278	17,319,791
TOTAL CHAPTER 6	1,326,331	2,897,012	15,386,240	19,609,583	645,210	2,944,303	13,730,278	17,319,791
CHAPTER 7 - STATISTICS FOR DEVELOPMENT DIVISION								
Statistics for Development Division	1,268,900	1,391,492	1,504,352	4,164,744	1,172,695	1,753,249	1,596,733	4,522,677
TOTAL CHAPTER 7	1,268,900	1,391,492	1,504,352	4,164,744	1,172,695	1,753,249	1,596,733	4,522,677
CHAPTER 8 - CLIMATE CHANGE AND ENVIRONMENTAL SUSTAINABILITY								
Climate Change and Environmental Sustainability	737,623	5,273,549	9,834,461	15,845,633	905,576	6,316,749	5,501,335	12,723,660
TOTAL CHAPTER 8	737,623	5,273,549	9,834,461	15,845,633	905,576	6,316,749	5,501,335	12,723,660
TOTAL PROGRAMME EXPENDITURE	12,181,162	23,654,860	82,459,630	118,295,652	10,583,015	27,055,833	77,785,635	115,424,483

Continued

Expenditure by programme (EUR)

	2024R				2025			
	Unrestricted (Core)	Restricted Programme	Restricted Project	Total	Unrestricted (Core)	Restricted	Restricted Project	Total
ADMINISTRATION								
CHAPTER 9 - DIRECTOR-GENERAL'S OFFICE AND DEPUTY DIRECTORS-GENERAL								
Director-General's Office	1,450,330		482,014	1,932,344	1,616,633		378,382	1,995,015
- Internal Audit and Risk	417,923			417,923	423,908			423,908
Deputy Director-General	843,017		26,017	869,034	698,873			698,873
Operations and Integration								
- Partnerships, Integration and Resource Mobilisation	825,209			825,209	848,475			848,475
- Legal and Governance	822,771			822,771	933,489			933,489
- European Liaison Office	165,782			165,782	168,298			168,298
- Procurement	584,271			584,271	920,092			920,092
Less recoveries					(184,017)			(184,017)
- Travel	606,506			606,506	635,905			635,905
Less recoveries	(606,506)			(606,506)	(635,905)			(635,905)
- Grants	270,314			270,314	701,770			701,770
Less recoveries					(140,354)			(140,354)
- Micronesia Regional Office	617,465		505,411	1,122,876	547,548		937,595	1,485,143
- Melanesia Regional Office	426,302			426,302	434,899			434,899
- Polynesia Regional Office	388,941		33,006	421,947	420,339		94,285	514,624
Deputy Director-General	499,053			499,053	437,427			437,427
Science and Capability								
Strategy, Performance and Learning	1,436,150	488,160	782,995	2,707,305	1,575,801	640,000		2,215,801
Strategic Communications Office	914,101			914,101	879,192			879,192
TOTAL CHAPTER 9	9,661,629	488,160	1,829,443	11,979,232	10,282,373	640,000	1,410,262	12,332,635
CHAPTER 10 - OPERATIONS AND MANAGEMENT DIRECTORATE								
Finance, Programme Management and Provisions								
Finance	2,185,478			2,185,478	2,585,614			2,585,614
Programme Management Unit	226,459			226,459	202,536			202,536
Less recoveries	(82,500)			(82,500)	(82,500)			(82,500)
Provisions and core depreciation	123,260			123,260	176,060			176,060
Subtotal	2,452,697			2,452,697	2,881,710			2,881,710
Human Resources								
Human Resources	2,067,343			2,067,343	2,217,574			2,217,574
Less recoveries					(403,423)			(403,423)
Subtotal	2,067,343			2,067,343	1,814,151			1,814,151
Information Services								
General Administration	965,854			965,854	825,876			825,876
Library	405,479			405,479	239,846			239,846
General Insurance	210,250			210,250	241,625			241,625
Events Management	67,123			67,123	158,224			158,224
Less recoveries					(40,000)			(40,000)
Publications	1,039,362			1,039,362	944,060			944,060
Less recoveries	(69,920)			(69,920)	(128,093)			(128,093)
Translation and Interpretation	1,466,597			1,466,597	1,593,318			1,593,318
Less recoveries	(509,150)			(509,150)	(796,659)			(796,659)
Subtotal	3,575,595			3,575,595	3,038,197			3,038,197
TOTAL CHAPTER 10	8,095,635			8,095,635	7,734,058			7,734,058

Continued

Expenditure by programme (EUR)

	2024R				2025			
	Unrestricted (Core)	Restricted Programme	Restricted Project	Total	Unrestricted (Core)	Restricted	Restricted Project	Total
TOTAL ADMINISTRATION EXPENDITURE	17,757,264	488,160	1,829,443	20,074,867	18,016,431	640,000	1,410,262	20,066,693
LESS: PROJECT MANAGEMENT FEE RECOVERY	(11,678,238)			(11,678,238)	(11,777,808)			(11,777,808)
NET ADMINISTRATION EXPENDITURE	6,079,026	488,160	1,829,443	8,396,629	6,238,623	640,000	1,410,262	8,288,885
CHAPTER 11 - SELF-FUNDED UNITS								
Information Communication Technology	4,800,166		3,028,741	7,828,907	4,866,283		4,782,083	9,648,366
Less recoveries	(4,800,166)			(4,800,166)	(4,866,283)			(4,866,283)
Facilities	3,557,805			3,557,805	3,945,801			3,945,801
Less recoveries	(3,059,053)			(3,059,053)	(992,180)			(992,180)
Housing Unit	2,759,700			2,759,700	2,800,146			2,800,146
Less recoveries	(2,759,700)			(2,759,700)	(2,800,146)			(2,800,146)
Canteen	640,000			640,000	645,000			645,000
Less income	(640,000)			(640,000)	(645,000)			(645,000)
TOTAL CHAPTER 11	498,752		3,028,741	3,527,493	2,953,621		4,782,083	7,735,704
TOTAL NET EXPENDITURE	18,758,940	24,143,020	87,317,814	130,219,774	19,775,259	27,695,833	83,977,980	131,449,072
SURPLUS/(DEFICIT)	415,935			415,935	(1,001,558)			(1,001,558)

Continued

Expenditure by programme (EUR)

	2026				2027			
	Unrestricted (Core)	Restricted Programme	Restricted Project	Total	Unrestricted (Core)	Restricted	Restricted Project	Total
TOTAL INCOME	18,408,364	22,070,962	94,263,964	134,743,290	16,768,888	15,730,563	47,027,589	79,527,040
EXPENDITURE BY PROGRAMME								
PROGRAMME ACTIVITIES								
CHAPTER 1 - EDUCATIONAL QUALITY AND ASSESSMENT PROGRAMME								
Educational Quality and Assessment Programme	432,125	5,631,970	772,965	6,837,060	432,125	5,363,535	599,209	6,394,869
TOTAL CHAPTER 1	432,125	5,631,970	772,965	6,837,060	432,125	5,363,535	599,209	6,394,869
CHAPTER 2 - FISHERIES, AQUACULTURE AND MARINE ECOSYSTEMS								
Director's Office	901,166	1,484,255	25,951,639	28,337,060	1,115,690	1,158,786	5,707,415	7,981,891
Coastal Fisheries and Aquaculture Programme	508,258	895,468	3,717,755	5,121,481	495,197	811,170	2,050,197	3,356,564
Oceanic Fisheries	1,191,718	979,845	12,136,598	14,308,161	1,010,716	821,664	19,253,026	21,085,406
TOTAL CHAPTER 2	2,601,142	3,359,568	41,805,992	47,766,702	2,621,603	2,791,620	27,010,638	32,423,861
CHAPTER 3 - GEOSCIENCE, ENERGY AND MARITIME								
Director's Office	729,000	900,000		1,629,000	729,000	900,000		1,629,000
Disaster and Community Resilience Programme	489,500		4,812,388	5,301,888	489,500		1,306,517	1,796,017
Georesources and Energy Programme	372,858		5,015,797	5,388,655	344,601		114,897	459,498
Oceans and Maritime Programme	310,268	1,795,014	4,606,210	6,711,492	305,015	360,888	1,345,586	2,011,489
TOTAL CHAPTER 3	1,901,626	2,695,014	14,434,395	19,031,035	1,868,116	1,260,888	2,767,000	5,896,004
CHAPTER 4 - LAND RESOURCES DIVISION								
Director's Office	1,019,642	700,299	2,111,866	3,831,807	948,916	504,000	2,152,754	3,605,670
Genetic Resources	279,072		1,212,076	1,491,148	295,738		1,597,278	1,893,016
Sustainable Forest and Landscape Management	93,897		9,122	103,019	100,412			100,412
Sustainable Agriculture	122,219		409,953	532,172	134,327		16,933	151,260
Markets for Livelihoods	249,260		5,750	255,010	289,152		6,325	295,477
TOTAL CHAPTER 4	1,764,090	700,299	3,748,767	6,213,156	1,768,545	504,000	3,773,290	6,045,835
CHAPTER 5 - PUBLIC HEALTH DIVISION								
Director's Office	1,025,125	1,913,444		2,938,569	1,025,126	2,084,061		3,109,187
Non-Communicable Diseases Prevention and Control Programme			600,000	600,000			600,000	600,000
Surveillance, Preparedness and Response Programme								
Clinical Services Programme			189,458	189,458				
TOTAL CHAPTER 5	1,025,125	1,913,444	789,458	3,728,027	1,025,126	2,084,061	600,000	3,709,187
CHAPTER 6 - HUMAN RIGHTS AND SOCIAL DEVELOPMENT DIVISION								
Human Rights and Social Development Division	645,210	480,472	17,732,506	18,858,188	645,210	330,000		975,210
TOTAL CHAPTER 6	645,210	480,472	17,732,506	18,858,188	645,210	330,000		975,210
CHAPTER 7 - STATISTICS FOR DEVELOPMENT DIVISION								
Statistics for Development Division	1,268,035	1,984,905	18,856	3,271,796	1,268,035	2,186,666		3,454,701
TOTAL CHAPTER 7	1,268,035	1,984,905	18,856	3,271,796	1,268,035	2,186,666		3,454,701
CHAPTER 8 - CLIMATE CHANGE AND ENVIRONMENTAL SUSTAINABILITY								
Climate Change and Environmental Sustainability	931,579	4,665,290	3,410,183	9,007,052	997,316	569,793	3,300,252	4,867,361
TOTAL CHAPTER 8	931,579	4,665,290	3,410,183	9,007,052	997,316	569,793	3,300,252	4,867,361
TOTAL PROGRAMME EXPENDITURE	10,568,932	21,430,962	82,713,122	114,713,016	10,626,076	15,090,563	38,050,389	63,767,028

Continued

Expenditure by programme (EUR)

	2026				2027			
	Unrestricted (Core)	Restricted Programme	Restricted Project	Total	Unrestricted (Core)	Restricted	Restricted Project	Total
ADMINISTRATION								
CHAPTER 9 - DIRECTOR-GENERAL'S OFFICE AND DEPUTY DIRECTORS-GENERAL								
Director-General's Office	1,434,796		203,704	1,638,500	1,434,796			1,434,796
- Internal Audit and Risk	454,205			454,205	458,902			458,902
Deputy Director-General Operations and Integration	529,421			529,421	540,969			540,969
- Partnerships, Integration and Resource Mobilisation	849,416			849,416	868,826			868,826
- Legal and Governance	909,768			909,768	945,925			945,925
- European Liaison Office	168,298			168,298	168,298			168,298
- Procurement	898,892			898,892	898,891			898,891
Less recoveries	(269,667)			(269,667)	(629,225)			(629,225)
- Travel	641,541			641,541	647,177			647,177
Less recoveries	(641,541)			(641,541)	(647,177)			(647,177)
- Grants	659,372			659,372	659,372			659,372
Less recoveries	(197,812)			(197,812)	(461,560)			(461,560)
- Micronesia Regional Office	501,218		7,017,389	7,518,607	509,788		7,041,995	7,551,783
- Melanesia Regional Office	440,325			440,325	430,582			430,582
- Polynesia Regional Office	403,136		109,311	512,447	414,041			414,041
Deputy Director-General Science and Capability	437,071			437,071	437,071			437,071
Strategy, Performance and Learning	1,623,227	640,000		2,263,227	1,644,690	640,000		2,284,690
Strategic Communications Office	976,933			976,933	992,962			992,962
TOTAL CHAPTER 9	9,818,599	640,000	7,330,404	17,789,003	9,314,328	640,000	7,041,995	16,996,323
CHAPTER 10 - OPERATIONS AND MANAGEMENT DIRECTORATE								
Finance, Programme Management and Provisions								
Finance	2,632,693			2,632,693	2,638,710			2,638,710
Programme Management Unit	207,525			207,525	212,514			212,514
Less recoveries	(83,800)			(83,800)	(83,800)			(83,800)
Provisions and core depreciation	176,060			176,060	176,060			176,060
Subtotal	2,932,478			2,932,478	2,943,484			2,943,484
Human Resources								
Human Resources	2,226,200			2,226,200	2,345,923			2,345,923
Less recoveries	(580,399)			(580,399)	(740,313)			(740,313)
Subtotal	1,645,801			1,645,801	1,605,610			1,605,610
Information Services								
General Administration	845,043			845,043	864,393			864,393
Library	258,880			258,880	242,627			242,627
General Insurance	242,833			242,833	244,047			244,047
Events Management	146,200			146,200	151,945			151,945
Less recoveries	(40,000)			(40,000)	(40,000)			(40,000)
Publications	969,871			969,871	992,518			992,518
Less recoveries	(105,000)			(105,000)	(105,000)			(105,000)
Translation and Interpretation	1,535,028			1,535,028	1,660,368			1,660,368
Less recoveries	(767,514)			(767,514)	(830,184)			(830,184)
Subtotal	3,085,341			3,085,341	3,180,714			3,180,714
TOTAL CHAPTER 10	7,663,620			7,663,620	7,729,808			7,729,808

Continued

Expenditure by programme (EUR)

	2026				2027			
	Unrestricted (Core)	Restricted Programme	Restricted Project	Total	Unrestricted (Core)	Restricted	Restricted Project	Total
TOTAL ADMINISTRATION EXPENDITURE	17,482,219	640,000	7,330,404	25,452,623	17,044,136	640,000	7,041,995	24,726,131
LESS: PROJECT MANAGEMENT FEE RECOVERY	(11,758,027)			(11,758,027)	(4,746,122)			(4,746,122)
NET ADMINISTRATION EXPENDITURE	5,724,192	640,000	7,330,404	13,694,596	12,298,014	640,000	7,041,995	19,980,009
CHAPTER 11 - SELF-FUNDED UNITS								
Information Communication Technology	5,088,571		4,220,438	9,309,009	5,292,360		1,935,205	7,227,565
Less recoveries	(5,088,571)			(5,088,571)	(5,292,360)			(5,292,360)
Facilities	4,057,503			4,057,503	4,105,104			4,105,104
Less recoveries	(952,833)			(952,833)	(994,121)			(994,121)
Housing Unit	2,840,772			2,840,772	2,881,723			2,881,723
Less recoveries	(2,840,772)			(2,840,772)	(2,881,723)			(2,881,723)
Canteen	645,000			645,000	645,000			645,000
Less income	(645,000)			(645,000)	(645,000)			(645,000)
TOTAL CHAPTER 11	3,104,670		4,220,438	7,325,108	3,110,983		1,935,205	5,046,188
TOTAL NET EXPENDITURE	19,397,794	22,070,962	94,263,964	135,732,720	26,035,073	15,730,563	47,027,589	88,793,225
SURPLUS/(DEFICIT)	(989,430)			(989,430)	(9,266,185)			(9,266,185)

SPC 2025 budget narrative

The Pacific Community *Strategic Plan 2022–2031* emphasises using a holistic approach to plan, monitor, report and learn. It also highlights the importance of putting our members' needs and our member services at the centre of SPC's planning, investment and decision-making, recognising the relationships between how we allocate our resources and the results we achieve for our members.

The budget narrative for fiscal year 2025 explains and justifies funding resources available to divisions so that SPC staff, members and Committee of Governments and Administrations (CRGA) representatives understand planned activities and proposed results. In line with SPC Financial Regulation 7, the budget narrative also presents the annual budget estimates for income and expenditure. These estimates incorporate proposed expenditure on work programmes and administration. They include revised divisional business plans' objectives aligned to the SPC strategic plan.

In line with SPC Financial Regulation 8, the budget narrative for fiscal year 2025 outlines the proposed annual appropriations. Ensuring there are clear links between the appropriations, budget narratives, divisional business plans and the annual results report will allow us to present and reconcile information clearly and consistently in all publications in a reporting cycle and compare between reporting cycles.

While strides have been made in connecting divisional budgets with SPC's key focus areas (KFAs), by 2025, innovative revisions to the policy enabling environment will prepare and equip the organisation with better tools for more cohesive financial and non-financial planning, performance monitoring and reporting. This forward-looking approach will ensure enhanced adaptability, and strategic alignment.

NB. This budget refers to the positive measurable outcomes and pathways as outlined in SPC's Strategic Plan 2022–2031.

KFAs	
1	Resilience and climate action
2	Natural resources and biodiversity
3	Food systems
4	Equity, education and social development
5	Sustainable economies and livelihoods
6	Planetary health
7	Transforming institutional effectiveness

Pathways to action	
PTA	Policy to action
DSK	Data, statistics and knowledge
I&R	Innovation and research
D&T	Digitalisation and technology
C&I	Capability and influence

Flagships and transversal projects

Flagships

SPC's approach to advancing integration and strategic resource mobilisation is supported by four new strategic initiatives called flagships. Flagships are significant and scalable programmes for the key areas of SPC's cross-cutting work. These flagships bring together and connect capabilities and resources – the projects, funding and people – from across the organisation to achieve collective impact in the thematic focus areas in the strategic plan.

SPC flagships ultimately focus on creating a better future for all Pacific peoples, by harnessing SPC's collective capabilities to address critical regional and global challenges and take advantage of opportunities in the following thematic areas:

1. **Climate change**
2. **Gender equality**
3. **Food systems**
4. **Ocean**

The flagships embody SPC's commitment to *amplify impact, leverage expertise, collaborate at regional and global levels*. Building on our existing strengths, resources will be invested back into the scientific and technical capabilities in divisions, as well as the skills needed for closer interactions. The flagships will deepen sectoral work and invest in having multi-disciplinary, integrated initiatives, providing clearer entry points for members and partners.

The flagships are facilitating transversal approaches to financial management and integrated management systems. The total investment, capability and effort of SPC in these four flagships is a representation of our investment in delivering on these key thematic areas. These transversal anchor investments are not flagships in total, they represent early resourcing to foster the approaches and scale as needed.

Strategic alignment to SPC's Strategic Plan 2022–2031

Flagships are a key approach to implement SPC's strategic plan and contribute to its KFAs. All flagships, due to their integrated vision implemented across SPC divisions and business units, are contributing to the KFA 7, Transforming institutional effectiveness. A summary of each flagship and its alignment to SPC's KFAs follows.

Climate Change Flagship: Pacific people in all their rich diversity are more resilient and adept at adapting to climate change, and thrive in sustainable, low carbon societies.

Flagship dimensions:

- Adaptation and resilience
- Mitigation and just transition
- Loss and damage and climate security
- Climate finance
- Enabling dimension

Alignment to KFAs: 1, 2, 3, 4, 5, 7

Budget table

2024R	2025	EXPENDITURE BUDGET	2026	2027
CLIMATE CHANGE				
NEW ZEALAND (MFAT)				
Restricted Programme				
MFAT - Anchor Investment in Climate Change Flagship programme				
		CCES		
2,574,951	3,520,455		2,283,688	178,481
55,600	123,758	FAME	151,762	46,283
1,639,924	1,801,931	GEM	1,410,915	212,445
127,361	158,927	LRD	117,839	28,546
129,611	133,054	OMD	93,056	
248,175	428,554	PHD	454,762	71,300
224,873	150,071	SDD	153,269	32,739
5,000,495	6,316,749	Subtotal	4,665,291	569,794

Gender Flagship: Pacific women and girls, in all their diversity are safe and equitably share in resources, opportunities and decision-making with men and boys.

Flagship dimensions:

- Leadership and decision-making
- Gender-based violence
- Economic empowerment and livelihoods
- Health and social capital (education, employment)
- Gender research, data and innovation
- Resilience and climate action
- Governance and institutional mechanisms

Alignment to KFAs: 1, 2, 3, 4, 5, 6, 7

Budget table

2024R	2025	EXPENDITURE BUDGET	2026	2027
GENDER				
AUSTRALIA (DFAT)				
Restricted Project				
Pacific Women Lead Programme 2022-2026				
		HRSD		
7,409,037	8,357,871		15,098,076	
7,409,037	8,357,871	Subtotal	15,098,076	

Note: Table budgets are presented under the division in red font.

Food Systems Flagship: Pacific food systems are accessible, regenerative, biodiverse, equitable and resilient to shocks. They provide access to safe and nutritious food and contribute to healthy people, ecosystems, vibrant cultures, and prosperity for all.

Flagship dimensions:

- Science for nutritious and resilient food production
- Healthy and equitable food environment
- Critical public goods for Pacific food systems
- Innovation in coastal and atoll food systems
- Future food capacities
- Harnessing digital technologies

Alignment to KFAs: 1, 2, 3, 5, 6, 7

Budget table

2024R	2025	EXPENDITURE BUDGET	2026	2027
FOOD SYSTEMS				
SPC INTERNAL CORE FUNDING				
Unrestricted (Core)				
373,500		LRD		
373,500		Subtotal		

Ocean Flagship: Pacific peoples voyaging together to steward a healthy, resilient, sustainable and prosperous Blue Pacific for the future generations. This will be achieved by contributing to the effective management of ocean activities by Pacific peoples, balancing the use of ocean resources with ocean protection.

Flagship dimensions:

- A clean, healthy and resilient ocean
- A productive ocean
- A predictable and safe ocean
- An inspiring and engaging ocean
- Ocean science and traditional knowledge
- Ocean governance and management
- Ocean leadership and community engagement
- Sustainable ocean finance

Alignment to KFAs 1, 2, 3, 4, 5, 6, 7

Budget table

2024R	2025	EXPENDITURE BUDGET	2026	2027
OCEAN				
NEW ZEALAND (MFAT)				
Restricted Project				
MFAT Pacific Community Centre for Ocean Science PCCOS				
1,295,745	303,602	GEM		
1,295,745	303,602	Subtotal		
14,078,777	14,978,222	TOTAL EXPENDITURE BUDGET	19,763,367	569,794

Note: Table budgets are presented under the division in red font.

Transversal projects

Budget tables

2024R	2025	EXPENDITURE BUDGET	2026	2027
NEW ZEALAND (MFAT)				
Restricted Programme				
Funding with intent - NZ Programme Funding 2020-24				
442,174	640,000	DG - SPL	640,000	640,000
31,625		GEM		
14,361		OMD		
488,160	640,000	Subtotal Restricted Programme	640,000	640,000
Restricted Project				
Strengthening Pacific MEL Capacity				
598,303		DG - SPL		
184,693		SDD		
782,996		Subtotal		
Pacific Statistics and Data 2				
1,453,074	2,674,233	ICT	2,453,269	1,168,820
1,471,900	2,033,627	SDD	1,747,707	761,397
2,924,974	4,707,860	Subtotal	4,200,976	1,930,217
3,707,970	4,707,860	Subtotal Restricted Project	4,200,976	1,930,217
4,196,130	5,347,860	TOTAL EXPENDITURE BUDGET	4,840,976	2,570,217

2024R	2025	EXPENDITURE BUDGET	2026	2027
EUROPEAN UNION (EU)				
Restricted Project				
PACRES-Climate Change in the Pacific ACP				
65,418		CCES		
106,710		GEM		
172,128		Subtotal		
PEUMP-Pacific EU Marine Partnership				
5,198,876	1,698,200	FAME		
100,280	16,904	GEM		
46,221	21,958	HRSD		
5,345,377	1,737,062	Subtotal		
5,517,505	1,737,062	Subtotal Restricted Project		
5,517,505	1,737,062	TOTAL EXPENDITURE BUDGET		

2024R	2025	EXPENDITURE BUDGET	2026	2027
DANISH MINISTRY OF FOREIGN AFFAIRS (DANISH MOFA)				
Restricted Project				
Danish Funding - Loss & Damage support in PSIDS				
378,627	1,431,473	CCES	1,280,960	1,137,515
123,114	252,451	SDD	212,218	192,331
501,741	1,683,924	Subtotal Restricted Project	1,493,178	1,329,846
501,741	1,683,924	TOTAL EXPENDITURE BUDGET	1,493,178	1,329,846

Note: Table budgets are presented under the division in red font.

2024R	2025	EXPENDITURE BUDGET	2026	2027
USAID				
Restricted Project				
PROJECT Governance				
5,686,147	4,295,511	HRSD	2,634,430	
122,909	168,993	SDD		
5,809,056	4,464,504	Subtotal Restricted Project	2,634,430	
5,809,056	4,464,504	TOTAL EXPENDITURE BUDGET	2,634,430	

2024R	2025	EXPENDITURE BUDGET	2026	2027
CARBON TRUST				
Restricted Project				
Clean Energy Access in Remote Pacific Island Communities				
280,206	730,964	GEM	637,332	91,498
61,804	300,357	CCES	194,440	23,399
342,010	1,031,321	Subtotal Restricted Project	831,772	114,897
342,010	1,031,321	TOTAL EXPENDITURE BUDGET	831,772	114,897

16,366,443	14,264,671	TOTAL EXPENDITURE BUDGET	9,800,356	4,014,960
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Note: Table budgets are presented under the division in red font.

Chapter 1

Educational Quality and Assessment Programme (EQAP)

Working for the well-being of our Pacific people, EQAP leads the efforts of SPC to improve the quality of education in Pacific Island countries (PICs).

EQAP's board, the Pacific Board for Education Quality (PBEQ), is a specially mandated subcommittee of CRGA, providing SPC with the authority to grant regional qualifications as delegated by the ministries of education of the member countries whose heads of system comprise the board.

EQAP is a regional public good that supports the quality of regional and national education in the Pacific in two ways:

- By supporting SPC member PICs efforts to strengthen their education systems with technical assistance on education data, curriculum, assessment, policy development, educational technology, qualifications and educational research.
- By providing education services in the absence of the necessary systems, processes and capabilities, including EQAP's accreditation and quality assurance services, assisting members that do not have national qualifications and accreditation bodies. Only six member countries have their own national agency.

Strategic alignment to SPC's Strategic Plan 2022–2031

EQAP's services fall under key focus area (KFA) 4, equity, education and social development, of SPC's strategic plan. This prioritises action for members towards achieving quality and relevance through the most optimal learning pathways as well as strengthening the teaching profession and student learning outcomes and well-being.

Divisional Objective 1. Ministries and other key institutions increase the use of information for policy development, implementation, planning and management.

Alignment to KFAs: 4

- **KRA 1.1:** Ministries implement and maintain education management information systems.
- **KRA 1.2:** Ministries conduct good quality education research using existing and new data.
- **KRA 1.3:** Ministries make evidence-based decisions to revise policies and interventions to address policy gaps.
- **KRA 1.4:** Ministries use regional literacy and numeracy comparative assessment data.

Divisional Objective 2. Inclusive and accessible performance assessments of Pacific learners occur frequently, reliably and against curricula.

Alignment to KFAs: 4

- **KRA 2.1:** Ministries improve the clarity of curricula.
- **KRA 2.2:** Teachers improve the teaching of curricula.
- **KRA 2.3:** Ministries improve the quality of student assessments.
- **KRA 2.4:** Education systems increase the frequency and quality of teacher and school head performance assessments.
- **KRA 2.5:** Ministries regularly conduct school quality assessments.

Divisional Objective 3. Quality-assured qualifications are taken up by employers and learners.**Alignment to KFAs: 4**

- **KRA 3.1:** Accredited institutions deliver good quality, relevant and current qualifications and micro-qualifications.
- **KRA 3.2:** National quality assurance agencies improve the systems and protocols on the development of qualifications and quality assurance of providers and programmes.
- **KRA 3.3:** Employers and institutions use the Pacific Register of Qualifications and Standards (PRQS) information on accredited qualifications and qualified individuals.
- **KRA 3.4:** Learners' foreign qualifications are recognised by employers and training providers.
- **KRA 3.5:** Ministries design and implement interventions based on the school head or teacher competency and professional development frameworks.
- **KRA 3.6:** Secondary school students in PICs have access to accredited secondary school qualifications.
- **KRA 3.7:** EQAP collaborates with the New Zealand Qualifications Authority (NZQA) on the recognition of Pacific qualifications across borders under the PACER Plus agreement.

Divisional Objective 4. Information and expertise in Pacific education are available and stakeholders are aware of it.**Alignment to KFAs: 4**

- **KRA 4.1:** EQAP strengthens its engagement and collaboration with PIC education stakeholders.
- **KRA 4.2:** EQAP enhances the capabilities of its people, systems and processes.
- **KRA 4.3:** EQAP strengthens its regional and international leadership in education quality in the Pacific region.
- **KRA 4.4:** EQAP coordinates the development and implementation of the Pacific Regional Education Framework monitoring, evaluation and learning plan.
- **KRA 4.5:** EQAP improves its planning, prioritisation, evaluation, learning and innovation.
- **KRA 4.6:** EQAP contributes to SPC's connected approach across disciplines to deliver on agreed outcomes.

2025 Key outputs – unrestricted (core) and restricted (programme) funding**Pillar/Section/Programme: Education Data, Quality and System Management****Pathways: DS&K****Strategic Plan KFAs: 4****KRA 1.1: Ministries implement and maintain education management information systems**

- High quality and reliable data is produced for Pacific member governments for policy development and planning
- Education systems are supported in the collection and management of all types of education data (demographic, policy, student learning, teacher quality) as well as the analysis, reporting and dissemination of the information to the users of the data
- The compilation and publication of the fourth Status of Pacific Education Report (SOPER) will take place in 2025, that will be presented at the Conference of Pacific Education Ministers for endorsement in early 2025

Pillar/Section/Programme: Information Technology for Education**Pathways: D&T****Strategic Plan KFAs: 4****KRA 1.1: Ministries implement and maintain education management information systems**

- The Education Management Information Systems (EMIS) capture data from schools and provide critical support to decision-makers at all levels
- Regional capacity building efforts and support for specific data analysis and reporting using internationally agreed standards allows planners and policy makers to use evidence from all aspects of the education system to inform decision-making
- The region's education systems use the Pacific Schools Information Management System (PacSIMS) to store education data that is used for quality reporting and management of several education datasets. PacSIMS is a modular-based system hosted on the cloud that reports on six modules, including a student module, finance module, large scale assessment module, strategy for monitoring and improving teacher effectiveness module, strategy for monitoring and improving leadership effectiveness module and staff module

KRA 3.6: Secondary school students in PICs have access to accredited secondary school qualifications

- Serving as a strong platform for distance learning and course delivery, the Moodle system uses a variety of online, in-person and blended approaches and works to achieve greater impact in the work already articulated under the new EQAP business plan, such as the implementation of the South Pacific Form Seven Certificate (SPFSC)

Pillar/Section/Programme: Large Scale Assessment**Pathways: C&I****Strategic Plan KFAs: 4****KRA 1.4: Ministries use regional literacy and numeracy comparative assessment data**

- The Pacific Islands Literacy and Numeracy Assessment (PILNA), along with national large-scale assessments, provide contextual information as well as learning outcome measures to help education systems target their resources and support for teaching and learning
- The Pacific Assessment for Lower Secondary (PALS) enables students to become lifelong learners and active contributors to society, covering a range of fundamental knowledge and skills. The second PALS pilot is scheduled for the second half of 2024 in four countries
- The 2024 Pacific Board of Education Quality endorsed the public sharing of the PILNA country reports with specific data sets containing student information to be managed by the respective countries

Pathways: I&R**Strategic Plan KFAs: 4****KRA 1.4: Ministries use regional literacy and numeracy comparative assessment data**

- To ensure that all PILNA participating countries and stakeholders have access to the PILNA 2021 results, the EQAP team created an interactive online report. This mode of reporting allows PICs to dig deeper into the data and to identify factors affecting their country results
- EQAP has worked on the PILNA TV initiative in which videos were created to support teachers and parents in educating children on reading comprehension, orientation and vocabulary. These videos were launched in January 2024 during the International Day of Education celebrations with Fiji's Ministry of Education. Another set of PILNA TV videos were also created in English and French in partnership with Vanuatu's Ministry of Education
- To further strengthen Pacific teacher's ability to improve literacy levels in schools, the EQAP team launched a poetry competition on International Literacy Day on 9 September 2023. As part of this competition, Pacific poets were invited to share their views on the global theme of the international day, "Promoting literacy for a world in transition: Building the foundation for sustainable and peaceful societies". The top 20 poems from the competition will now be featured in a document that could be used by EQAP to close the literacy gaps identified in PILNA. The booklet will contain poems along with illustrations and questions linked to the poems to help teachers to teach the different elements of literacy reading skills to their students

Pillar/Section/Programme: Curriculum and Assessment**Pathways: C&I****Strategic Plan KFAs: 4****KRA 1.2: Ministries conduct good quality education research using existing and new data**

- Education ministries are supported with supplementing capacity at national levels with regional experts in areas such as assessment development and psychometric analysis and reporting

KRAs**2.1: Ministries improve the clarity of curricula****2.2: Teachers improve the teaching of curricula****2.3: Ministries improve the quality of student assessments**

- As schools strive to make gains in student learning, improving the assessment of students' performance against curricula is foundational to guiding and maximising the impacts of efforts
- EQAP continues to provide capacity-building support to ministries of education in all aspects of classroom and national assessment. Students and teachers returning to school after disruptions to learning rely on assessment to identify gaps in learning and to help pinpoint specifics of how to address student learning needs at a variety of points within the curriculum
- Following the successful implementation of the Synthetics Systematic Phonics (SSP) programme in Samoa, EQAP will work with other interested member countries in the coming years. This will include strengthening teachers' teaching capacity, implementing a web-based SSP application and generating customised reports of participating students to help teachers track of their progress

KRA 4.5: EQAP improves its planning, prioritisation, evaluation, learning and innovation

- Attention to gender differences in performance at the classroom level and the needs of students with disabilities, as well as other identified vulnerable groups, is foundational to ensuring equitable opportunities to all Pacific students
- To support efforts in strengthening the quality and relevance of curricula in PICs, EQAP works with education officers, teachers and teacher training institutions within member countries, supporting review and revision of existing curricula

Pillar/Section/Programme: Teacher Competencies**Pathways: C&I****Strategic Plan KFAs: 4****KRA 2.2: Teachers improve the teaching of curricula**

- Greater understanding of the challenges in adapting teaching and support for students post-COVID-19, around disruptions to classroom-based learning and considerations of home-based learning for extended periods, critical to maintaining equitable access to quality education for all students
- Education systems have strengthened approaches through EMIS to ensure vulnerable populations are well-served

KRA 2.4: Education systems increase the frequency and quality of teacher and school head performance assessments

- Measuring and improving the quality of teaching is linked to improving the quality of education in the Pacific region
- Education systems are supported in the assessment of teacher skills and competencies that allow education systems to use the data in strengthening teacher practice for active teachers as well as strengthening their own pre-service teacher education programmes

Pillar/Section/Programme: Qualifications and Accreditations**Pathways: C&I****Strategic Plan KFAs: 4****KRA 3.1: Accredited institutions deliver good quality, relevant and current qualifications and micro-qualifications**

- Supporting national agencies, employers and learners increase the use of recognised quality-assured qualifications becomes a priority for a range of stakeholders and efforts to quality assure both short training (micro-qualifications) as well as full qualifications strengthens the overall quality of the workforce in the region
- Supporting national agencies, as well as those members who are developing national agencies through capacity building in areas such as recognition of prior learning and quality assurance of programmes, qualifications and institutions, reduces the reliance on external providers of these services and brings ownership of the processes into the region and individual PICs
- Across the Pacific, job-related skills training is provided by many organisations and projects, including increased efforts in response to specific needs brought about by catastrophic events

KRA 3.2: National quality assurance agencies improve the systems and protocols on development of qualifications and quality assurance of providers and programmes

- Regional and national level quality assurance and recognition is supported, providing Pacific Islanders with tangible credentials to training skills
- Education systems are supported to package training content and delivery in a way that provides participants with accredited training certificates, enabling the region to take ownership of the skills and knowledge training being delivered
- Strengthening women's access to quality assured and recognised skills training to meet the region's demand and mobility for skilled workers
- Efforts to support regional and national level quality assurance and recognition of such trainings as micro-qualifications provides Pacific Islanders with tangible credentials to attest to the skills they acquire through such training
- EQAP work with organisations and projects delivering training to package content and delivery in a way that can provide participants with an accredited training certificate supports the region in taking ownership of the skills and knowledge training being delivered to Pacific Islanders
- Women traditionally struggle to access quality assured, recognised skills training and in a travel-restricted environment, this becomes increasingly important to track and address as the demand for skilled workers increases and the mobility of those workers across borders remains in question

KRA 3.7: EQAP collaborates with the NZQA on the recognition of Pacific qualifications across borders under the PACER plus agreement

- The Pacific Qualifications Recognition Project (PQRP) aims to strengthen the Pacific Qualifications Framework and national qualifications frameworks and systems. The NZQA and EQAP project teams have identified tasks for the 5-year project that commenced in 2024

Pathways: C&I**Strategic Plan KFAs: 7****KRA 3.1: Accredited institutions deliver good quality, relevant and current qualifications and micro-qualifications**

- EQAP, together with SPREP, will deliver a joint capacity-building programme aimed at helping PIC stakeholders upscale the implementation of quality nature-based solutions for climate change adaptation

Pillar/Section/Programme: Education Policy and Research**Pathways: I&R****Strategic Plan KFAs: 4****KRA 1.2: Ministries conduct good quality education research using existing and new data**

- Given the scarcity of the conceptualisation of school readiness in the region, EQAP is partnering with UNICEF, with strong technical support from ACER, to:
 - conceptualise the meaning and understanding of school readiness from a Pacific perspective;
 - co-construct, pilot and implement a school readiness tool that is contextualised to the Pacific and is integrated to local education systems;
 - design, pilot and implement a school readiness training programme that can be used by ministries of education to train their teachers on the use of the school readiness tool;
 - collect, clean, analyse and report on the data collected from the school readiness tool piloting exercise to education ministries; and
 - provide support to ministries of education with the integration of the school readiness tool into their systems

Pillar/Section/Programme: Corporate**Pathways: PTA, C&I, I&R****Strategic Plan KFAs: 4****KRAs****4.1: EQAP strengthens its engagement and collaboration with PIC education stakeholders****4.2: EQAP enhances the capabilities of its people, systems and processes****4.3: EQAP strengthens its regional and international leadership in education quality in the Pacific region**

- Education systems are continuously supported with overcoming the challenges in the post-COVID-19 environment. EQAP's role as a leader and source of knowledge and expertise in education in the Pacific positions it well to facilitate the sharing of knowledge, experience and lessons learned to the benefit of all members
- Strengthened measurement and assessment of teacher and school leadership competencies, as well as the delivery of capacity building and technical support in curriculum, assessment, education data management, education policy and qualifications
- The combination of technical expertise and experience in delivering high-quality and impactful workshops and training events at regional, subregional and national levels, to transitioning the work to a combination of in-person and technology supported modalities
- EQAP is currently working with the ministries of education in PNG and Palau to develop their communications strategies to support better outreach of their national activities at the grass-roots level

Pathways: PTA, C&I**Strategic Plan KFAs: 7****KRA 4.5: EQAP improves its planning, prioritisation, evaluation, learning and innovation**

- EQAP will implement its newly launched gender strategy across all areas of its business plan. The strategy will drive action towards EQAP's goal to promote gender inclusion and equity across its activities

2024R	2025	EDUCATIONAL QUALITY AND ASSESSMENT PROGRAMME	2026	2027
EXPENDITURE BUDGET				
448,300	432,404	Unrestricted (Core)	432,125	432,125
Restricted Programme				
3,527,069	4,919,720	Australia (DFAT)	4,733,766	4,465,331
819,060	1,091,138	New Zealand (MFAT)	898,204	898,204
4,346,129	6,010,858	Subtotal Restricted Programme	5,631,970	5,363,535
Restricted Project				
1,670,199	297,374	Asian Development Bank		
	60,076	Tuvalu - Education Department		
303,334	305,399	New Zealand (MFAT)	442,465	268,709
336,479	330,501	Project Funds - Multi Donors	330,500	330,500
2,310,012	993,350	Subtotal Restricted Project	772,965	599,209
7,104,442	7,436,612	TOTAL EXPENDITURE BUDGET	6,837,060	6,394,869

Chapter 2

Fisheries, Aquaculture and Marine Ecosystems (FAME)

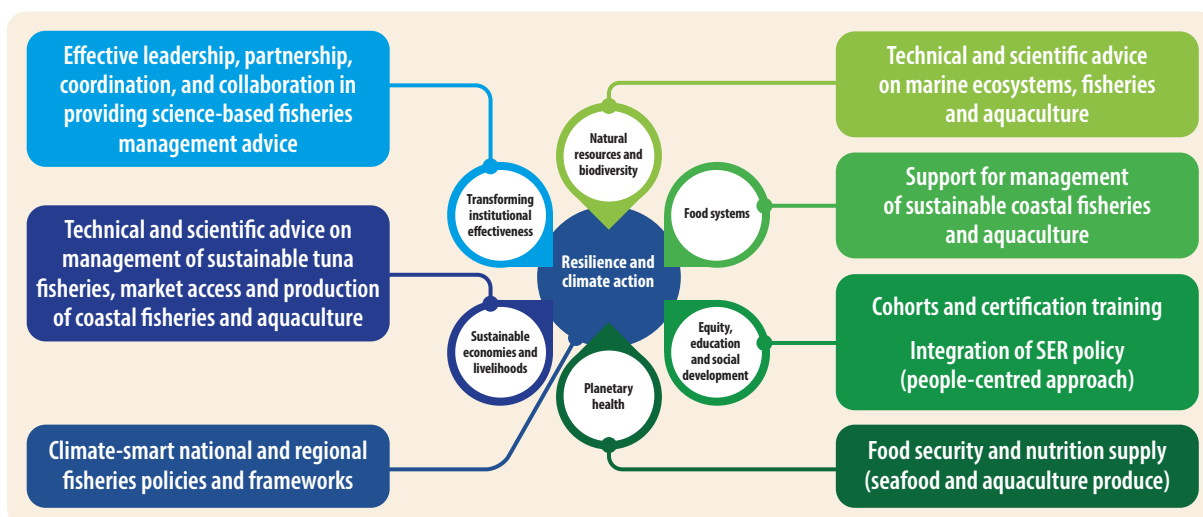
FAME's overall goal is that the fisheries and aquaculture resources of the Pacific region are resilient, and managed sustainably for economic growth, food security and cultural and environmental conservation.

To achieve this goal, FAME is focused on seven objectives that provide the framework for the work plans of FAME's two programmes, the Coastal Fisheries and Aquaculture Programme and Oceanic Fisheries Programme, and the supporting sections from the Director's Office.

Strategic alignment to SPC's Strategic Plan 2022–2031

FAME's role in implementing the strategic plan will be through the provision of technical and scientific advice on marine ecosystems, fisheries and aquaculture, including leveraging other capabilities in SPC, such as gender mainstreaming, climate change and ocean sciences. Contributions to food systems outcomes will focus on enhancing the sustainable supply of nutritious blue and aquatic foods. **Figure 1** shows FAME's role in implementing the plan under each key focus area (KFA).

Figure 1: FAME's role, by KFA



Divisional Objective 1. Enhance strategic oversight; efficient operational systems; partnership and collaboration with other divisions, our members and partners.

Alignment to KFAs: 7

Divisional KRAs:

- **KRA 1.1:** Strengthen One SPC through effective engagement, collaboration, communication and partnership.
- **KRA 1.2:** Enhance facilitation and coordination of member and stakeholder engagement.
- **KRA 1.3:** Enhance efficient operational systems and processes.

Divisional Objective 2. Provide and facilitate access to and interpretation of information and knowledge on fisheries and aquaculture and marine ecosystems.

Alignment to KFAs: 2

Divisional KRAs:

- **KRA 2.1:** Facilitate the development and curation of fisheries-related scientific and technical knowledge products.
- **KRA 2.2:** Facilitate information management and dissemination.
- **KRA 2.3:** Strengthen monitoring, evaluation and learning (MEL) and communicate MEL results and activities.

Divisional Objective 3. Enhance data collection and provide data management services for fisheries, aquaculture and marine ecosystems.

Alignment to KFAs: 2, 3, 5

Divisional KRAs:

- **KRA 3.1:** Data definition, acquisition, management and dissemination, including processing, auditing and consolidating data holdings to enhance ecosystem, fisheries and biological data for key species.
- **KRA 3.2:** Develop systems, tools and support services for standardised data, and biological sample collection, management and reporting.

Divisional Objective 4. Provide scientific research, analysis and advice for evidence-based fisheries management.

Alignment to KFAs: 1, 2, 3, 4, 5

Divisional KRAs:

- **KRA 4.1:** Provide high-quality stock and fisheries assessments for key renewable oceanic resources, socioeconomic analysis and related management advice.
- **KRA 4.2:** Provide ecosystem, climate change, biodiversity, marine resource ecology and species biology models analysis and advice.
- **KRA 4.3:** Provide integrated social science and economic analysis and advice for informed decision-making.
- **KRA 4.4:** Enhance existing and develop new modelling approaches to support scientific analysis and advice.
- **KRA 4.5:** Strengthen and expand community-based fisheries management (CBFM) and support the implementation of the *Pacific Framework for Action on Scaling up Community-based Fisheries Management* across the region.
- **KRA 4.6:** Strengthen the enabling environment to enhance compliance with coastal fisheries laws and policies.

Divisional Objective 5. Strengthen the contributions of Pacific Island aquaculture and fisheries towards sustainable, biosecure, equitable and secure food systems.

Alignment to KFAs: 2, 3, 4, 5

Divisional KRAs:

- **KRA 5.1:** Enhance and strengthen the management of aquatic biosecurity risks in the region.
- **KRA 5.2:** Support the development of small-scale coastal fisheries and aquaculture activities to enhance food security, nutrition and livelihoods.
- **KRA 5.3:** Provide technical and analytical support for aquaculture that enhances production and economic sustainability.

Divisional Objective 6. Identify diverse and sustainable livelihood options for SPC member Pacific Island country and territory (PICT) members.

Alignment to KFAs: 2, 3, 4, 5

Divisional KRAs:

- **KRA 6.1:** Support the development of alternative and supplementary livelihoods and commodities.
- **KRA 6.2:** Develop innovative subsistence, artisanal and commercial fishing opportunities.
- **KRA 6.3:** Support the diversification of coastal fisheries and aquaculture production, seafood safety, quality and value-adding.
- **KRA 6.4:** Support the fisheries and aquaculture sectors to recover from the impacts of COVID-19, mitigate and respond to disasters and strengthen their resilience.

Divisional Objective 7. Support the development of capacity and enhance capability in fisheries and aquaculture among PICTs.

Alignment to KFAs: 2, 3, 4, 5

Divisional KRAs:

- **KRA 7.1:** Design, deliver and quality assure regional vocational training in fisheries, aquaculture and management.
- **KRA 7.2:** Enhance capacity development in science, technology, data management, analyses and advice.
- **KRA 7.3:** Strengthen the delivery of tertiary training in fisheries and aquaculture through sponsorships, mentoring and supervision.

2024R	2025	FISHERIES, AQUACULTURE AND MARINE ECOSYSTEMS DIVISION	2026	2027
EXPENDITURE BUDGET				
3,128,091	2,632,674	Unrestricted (Core)	2,601,142	2,621,602
Restricted Programme				
152,667	105,047	Australia (ACIAR)	110,767	
1,352,601	2,906,804	Australia (DFAT)	2,559,270	2,054,078
1,071,934	795,886	New Zealand (MFAT)	689,531	737,542
2,577,202	3,807,737	Subtotal Restricted Programme	3,359,568	2,791,620
Restricted Project				
	199,310	France (AFD)	825,852	823,055
2,670	19,969	Australia (ACIAR)	19,969	11,960
239,183	502,528	Australia (DFAT)	15,247,121	
196,702		CIF		
5,345,377	2,251,737	European Union (EU)	1,892,521	1,930,140
98,185	82,659	Food and Agriculture Organisation (FAO)	251,201	
		GCF	5,468,736	14,802,320
9,061,793	12,096,801	New Zealand (MFAT)	11,842,777	4,992,458
187,095	185,473	Ministère des Armées (France)		
	27,066	Network of Aquaculture Centres in Asia-Pacific (NACA)		
1,203,735	1,063,858	FFA	1,053,659	682,925
40,234		Palladium International Pty Ltd		
149,135	323,965	The World Bank Group		
76,272		TMMC		
70,322	58,670	University of Wollongong		
1,264,754	1,776,318	USAID	1,159,084	
3,766,908	4,633,990	WCPFC ('Tuna Commission')	4,045,072	3,767,780
21,702,365	23,222,344	Subtotal Restricted Project	41,805,992	27,010,638
27,407,658	29,662,755	TOTAL EXPENDITURE BUDGET	47,766,702	32,423,860

Director's Office

Goal

The goal of the Director's Office is to enhance strategic oversight, efficient operational systems, partnership and coordination within divisions, members and partners.

The *SPC FAME Business Plan 2022–2027* includes objectives, key result areas and strategies to guide the work priorities of the Director's Office. **Figure 2** provides a snapshot for Objective 1.

Figure 2: KRAs and strategies of Objective 1

Objective 1 : Enhance strategic oversight, efficient operational systems, partnership, and coordination within SPC divisions, members and partners				
Aligned to SPC key focus area	Key result area	Strategies	Section responsible	Collaborating SPC division
KFA 7	1.1 Strengthen One SPC through effective engagement, collaboration, communication and partnership	<ul style="list-style-type: none"> Support and participate in SPC's integrated programming and country programming, PCCOS, the Pacific Data Hub and high-level communication and collaboration across SPC divisions. Support SPC Strategic Plan 2022–2031 through the implementation of FAME Business Plan 2022–2027, including implementing on the Key Focus Areas and the relevant pathways 	DO, CFAP, OFP	OMD, SPL, LRD
	1.2 Enhance facilitation and coordination of high-level stakeholder engagement	<ul style="list-style-type: none"> Work with SPC members, CROP partners, donors, bilateral and multilateral partners to strengthen dialogue and engagement addressing fisheries issues that affect Pacific people Strengthen our role as an eminent fisheries science and technical provider within and outside the region 	DO, CFAP, OFP	OMD, SPL
	1.3 Enhance efficient operational systems and processes	<ul style="list-style-type: none"> SPC FAME budgets and expenditure tracking Establish and enhance MEL, knowledge management systems, including grants management, documentation and tracking Enhance internal and external communication and collaboration 	DO, CFAP, OFP	OMD

2025 Key outputs – unrestricted (core) and restricted (programme) funding

Business plan KRAs:

- **KRA 1.1:** Strengthen One SPC through effective engagement, collaboration, communication and partnerships.
- **KRA 1.2:** Enhance the facilitation and coordination of member and stakeholder engagement.
- **KRA 1.3:** Enhance efficient operational systems and processes.
- **KRA 2.1:** Facilitate the development and curation of fisheries-related scientific and technical knowledge products.
- **KRA 2.2:** Facilitate information management and dissemination.
- **KRA 2.3:** Strengthen MEL and communicate MEL results and activities.

Pathways: PTA, DSK, C&I

Strategic Plan KFAs: 7

Key outputs:

- Support of and participation in SPC's flagship programmes, the Pacific Community Centre for Ocean Science (PCCOS), the Pacific Data Hub and high-level communication and collaboration across divisions
- Effective management of and reporting on FAME work programmes, in line with the *SPC FAME Business Plan 2022–2027*
- Enhanced coordination, collaboration with SPC members, CROP partners, donors, bilateral and multilateral partners to strengthen dialogue and engagement addressing fisheries issues that affect Pacific people
- Strengthen FAME's role as a fisheries science and technical provider within and outside the region
- Established knowledge management systems, documentation and tracking
- Enhance integrated MEL in One SPC, in collaboration with SPL
- High-level stakeholder engagements, including hosting, facilitation and participation in high-level regional dialogues, such as the SPC Heads of Fisheries Meetings (HoF), Regional Fisheries Ministers Meetings (RFMM), Regional Technical Meeting on Coastal Fisheries and Aquaculture incorporating the Community-Based Fisheries Dialogue (RTMCF+CBFD)
- Support of the production of scientific and technical reports in multiple languages to assist members, partners and stakeholders
- Facilitated development and curation of members' fisheries-related scientific and technical knowledge products
- High-level reviews and assessments, including quality of science, climate change vulnerability assessment and review of regional fisheries policies – *A regional roadmap for sustainable Pacific fisheries* and *A new song for coastal fisheries*

2025 Key outputs – selected restricted project funding**Project: Pacific Fisheries Leadership Programme (PFLP), New Zealand****Business plan KRAs:**

- **KRA 1.2:** Enhance the facilitation and coordination of member and stakeholder engagement.
- **KRA 3.1:** Data definition, acquisition, management, and dissemination, including processing, auditing and consolidating data holdings to enhance ecosystem, fisheries and biological data for key species.
- **KRA 4.1:** Provide high-quality stock and fisheries assessments of key renewable oceanic resources, socioeconomic analysis and related management advice.
- **KRA 7.1:** Design, deliver and quality assure regional vocational training in fisheries, aquaculture and management.
- **KRA 7.2:** Enhance capacity development in science, technology, data management, analyses and advice.

Pathways: C&I, PTA, DSK

Strategic Plan KFAs: 2, 7

Key outputs:

- Sustainable Pacific Fisheries (SPF) MERL Framework collaborative processes are established
- Active participation in SPF advisory meetings
- Design and implement Phase 2 of the Pacific Fisheries Leadership Programme
- South Pacific Albacore Harvest Strategy results are disseminated
- Analysis of purse seine effort metrics to evaluate effort creep for national decision-making
- Interactive online country specific information portal for PICTs used to provide country-level SPF-funded outputs, with interactive dashboards on catch and efforts and observer summaries are available for use
- Tools to translate and visualise regional total allowable catches (TACs), determined by the harvest strategy into EEZ specific components, are built
- Stakeholder capacity building is enhanced throughout SPC membership and extended to the wider Western and Central Pacific Fisheries Commission (WCPFC) membership

Key outputs (continued):

- The modelling framework for the management strategy evaluation for South Pacific albacore is developed and tested, and evaluation of candidate harvest control rules (HCRs) are undertaken per the WCPFC workplan
- Output of the WCPO skipjack management procedure, to be run for the first time in 2025, to inform regional management
- Mixed fishery harvest strategy framework is developed
- The strategy for the monitoring of the performance of the skipjack management procedure is developed and implemented

Project: Pacific–European Union Marine Partnership (PEUMP) programme Project Management Unit – European Union/Sida
Business plan KRAs:

- **KRA 1.1:** Strengthen One SPC through effective engagement, collaboration, communication and partnerships.
- **KRA 1.3:** Enhance efficient operational systems and processes.
- **KRA 2.3:** Strengthen MEL and communicate MEL results and activities.
- **KRA 4.7:** Strengthen the inclusion of people-centred approaches across the development and implementation of policies and compliance measures.

Pathways: PTA, C&I**Strategic Plan KFAs: 2, 4****Key outputs:**

- Implementation of PEUMP programme PMU activities, including training selected staff
- Strengthened capacity of PICTs in gender, human rights and social inclusion
- Implementation of the communication and visibility strategy for the PEUMP programme
- Implementation of PEUMP programme PMU activities, including training selected staff on SPC and EU requirements

2024R	2025	DIRECTOR'S OFFICE	2026	2027
EXPENDITURE BUDGET				
1,587,309	1,091,429	Unrestricted (Core)	901,166	1,115,690
Restricted Programme				
1,089,559	1,506,189	Australia (DFAT)	1,265,151	987,308
368,985	233,566	New Zealand (MFAT)	219,104	171,478
1,458,544	1,739,755	Subtotal Restricted Programme	1,484,255	1,158,786
Restricted Project				
239,182	502,528	Australia (DFAT)	15,247,121	
1,426,211	1,246,394	European Union (EU)	1,892,521	1,930,140
2,280,867	4,270,225	New Zealand (MFAT)	8,811,997	3,777,275
40,234		Palladium International Pty Ltd		
3,986,494	6,019,147	Subtotal Restricted Project	25,951,639	5,707,415
7,032,347	8,850,331	TOTAL EXPENDITURE BUDGET	28,337,060	7,981,891

Coastal Fisheries and Aquaculture Programme

Goal

The goal of the Coastal Fisheries and Aquaculture Programme (CFAP) is to guide, advise on and respond to members' needs to effectively manage and realise sustainable and equitable use of their coastal fisheries resources and aquaculture development options through emerging technologies, evidence-based management and people-centred approaches.

2025 Key outputs – unrestricted (core) and restricted (programme) funding

Business plan KRAs:

- **KRA 1.1:** Strengthen One SPC through effective engagement, collaboration, communication and partnerships.
- **KRA 1.2:** Enhance the facilitation and coordination of member and stakeholder engagement.
- **KRA 3.1:** Data definition, acquisition, management and dissemination, including processing, auditing and consolidating data holdings to enhance ecosystem, fisheries and biological data for key species.
- **KRA 4.6:** Strengthen the enabling environment to enhance compliance with coastal fisheries laws and policies.
- **KRA 4.7:** Strengthen the inclusion of people-centred approaches across the development and implementation of policies and compliance measures.
- **KRA 6.1:** Support the development of alternative and supplementary livelihoods and commodities.
- **KRA 6.2:** Develop innovative subsistence, artisanal and commercial fishing opportunities.
- **KRA 6.3:** Support the diversification of coastal fisheries and aquaculture production, seafood safety, quality and value-adding.
- **KRA 6.4:** Support the fisheries and aquaculture sectors to recover from the impacts of COVID-19, mitigate and respond to disasters and strengthen their resilience.
- **KRA 7.1:** Design, deliver and quality assure regional vocational training in fisheries, aquaculture and management.
- **KRA 7.2:** Enhance capacity development in science, technology, data management, analyses and advice.

Pathways: PTA, DSK, D&T, C&I

Strategic Plan KFAs: 1, 2, 3, 5

Key outputs:

- Implementation of the five-year plan that guides CFAP's work to better support governments and administrations to effectively manage and equitably benefit from their coastal fisheries and aquaculture resources, through the use of emerging technologies, community engagement, evidence-based management and people-centred approaches
- Documentation of small-scale fisheries and nearshore/inshore fish aggregating device (FAD) best practices and training manuals digitised
- Virtual subregional consultative workshops are completed for the development of the Pacific Regional Strategy on Aquaculture
- Regional and national capacity in aquaculture policy, planning, monitoring, control and surveillance (MCS) and legislation are enhanced
- Coordination and support are provided to members and partners in implementing effective CBFM scaling-up approaches within national contexts in line with the *Pacific Framework for Action on Scaling up Community-based Fisheries Management*, including an online CBFM portal, *Echoes of Oceania*, to support members' initiatives and share experiences

Key outputs (continued):

- Enhance the management of aquatic biosecurity risks, including: review of the Regional Framework on Aquatic Biosecurity; support the national level application of the Regional Framework on Aquatic Biosecurity; support members to strengthen risk analysis capacity and assess their aquatic biosecurity needs and practices; support members to improve aquatic biosecurity disease diagnosis, surveillance and reporting practices; strengthen national capacities for the quarantine of live aquatic organisms; and support members to improve national infrastructure and operations for the quarantine of live aquatic organisms
- Members are supported with sustainable livelihood opportunities, through strengthening national anchored FAD programmes and providing anchored FAD training workshops; and capacity enhancement and support in safe, sustainable fishing methods
- Enhanced capacity of members to conduct fisheries dependent (market and creel surveys) assessments, through the development of online learning software and delivery of in-person and virtual training for members' fisheries staff
- Improved small-scale fisheries catch data collection through enhanced tablet applications (Ikasavea and TAILS), using innovative artificial intelligence and machine learning tools to semi-automatise data entry by predicting species, reading scales and calibrating images for length measurements

2025 Key outputs – selected restricted project funding**Project: Sustainable Coastal Fisheries and Aquaculture for Pacific Livelihoods (SCoFA), New Zealand with Australia****Business plan KRAs:**

- **KRA 3.2:** Develop systems, tools and support services for standardised data, and biological sample collection, management and reporting.
- **KRA 4.5:** Strengthen and expand CBFM and support the implementation of the *Pacific Framework for Action on Scaling up Community-based Fisheries Management* across the region.
- **KRA 4.6:** Strengthen the enabling environment to enhance compliance with coastal fisheries laws and policies.
- **KRA 4.7:** Strengthen the inclusion of people-centred approaches across the development and implementation of policies and compliance measures.
- **KRA 5.1:** Enhance and strengthen the management of aquatic biosecurity risks in the region.
- **KRA 5.2:** Support the development of small-scale coastal fisheries and aquaculture activities to enhance food security, nutrition and livelihoods.
- **KRA 5.3:** Provide technical and analytical support for aquaculture that enhances production and economic sustainability.

Pathways: PTA, DSK, I&R**Strategic Plan KFAs: 1, 2, 3, 5****Key outputs:**

- Development and promotion of aquatic biosecurity practices
- Business training and technical support are provided to community and private aquaculture enterprises and governments
- Development of coastal fisheries and aquaculture management through the creation of legal frameworks, training and implementation support
- Coastal fisheries and aquaculture management practices are implemented through community engagement, MCS and compliance
- Regional coordination supporting and promoting the scaling up of community-based fisheries in PICTs
- Development of the tools, applications and approaches to access, interrogate and analyse coastal fisheries and aquaculture data and information, and ensure regional databases are able to effectively secure past, existing and future data and information for management purposes by members

Project: Pacific Coastal Fisheries Management and Compliance (PaFMaC), USAID**Business plan KRAs:**

- **KRA 4.6:** Strengthen the enabling environment to enhance compliance with coastal fisheries laws and policies.
- **KRA 4.7:** Strengthen the inclusion of people-centred approaches across the development and implementation of policies and compliance measures.
- **KRA 7.1:** Design, deliver and quality assure regional vocational training in fisheries, aquaculture and management.
- **KRA 7.2:** Enhance capacity development in science, technology, data management, analyses and advice.

Pathways: PTA, DSK, I&R**Strategic Plan KFAs: 2, 4, 5****Key outputs:**

- Coastal MCS programmes with the capacity, training and systems to support sustainable coastal fisheries co-management at all appropriate levels are initiated with key fisheries agencies
- Strengthening of the enabling environments initiated to enhance compliance with coastal fisheries laws and policies at all appropriate levels
- National fisheries agencies have initiated appropriate mechanisms to facilitate and coordinate with civil society in support of local level coastal fisheries co-management
- Initiation of the development of MCS programme frameworks, best practice guidelines, operating procedures and training and outreach materials targeted for the Pacific Islands context

Project: European Union/Sida: Pacific–European Union Marine Partnership (PEUMP) - Coastal fisheries component**Business plan KRAs:**

- **KRA 4.6:** Strengthen the enabling environment to enhance compliance with coastal fisheries laws and policies.
- **KRA 4.7:** Strengthen the inclusion of people-centred approaches across the development and implementation of policies and compliance measures.
- **KRA 7.2:** Enhance capacity development in science, technology, data management, analyses and advice.

Pathways: PTA, DSK, I&R**Strategic Plan KFAs: 2, 4, 5****Key outputs:**

- Provision of training and ongoing scientific and technical support for surveys of commercially important invertebrates, especially sea cucumbers
- Support to members on requested targeted socioeconomic surveys of coastal communities
- Continued development and enhancement of apps and tools to support coastal fisheries data collection and national database development, including trials of new technology, such as machine learning/AI
- Support and mentoring on the community-based ecosystem approach to fisheries management (CEAFM) and the scaling-up of CBFM at national and local levels
- Enhanced support for CBFM management and coordination with civil society organisations, non-governmental organisations and other non-state actors
- Production and dissemination of communication information and awareness materials for communities for enhanced and sustainable fishing practices
- Capacity development through long-term attachments for staff of national fisheries and non-governmental organisations and Pacific Island Fisheries Professionals
- Continued gender-social inclusion and rights-based trainings, and national gender stocktakes
- Development of tools and systems to combat illegal, unreported and unregulated fishing activities in coastal waters, including the accreditation and delivery support for the Professional Certificate for Community Compliance

2024R	2025	COASTAL FISHERIES AND AQUACULTURE PROGRAMME	2026	2027
EXPENDITURE BUDGET				
604,857	510,884	Unrestricted (Core)	508,258	495,197
Restricted Programme				
152,667	105,047	Australia (ACIAR)	110,767	
131,630	861,567	Australia (DFAT)	538,478	464,473
382,493	353,331	New Zealand (MFAT)	246,223	346,697
666,790	1,319,945	Subtotal Restricted Programme	895,468	811,170
Restricted Project				
	199,310	France (AFD)	825,852	823,055
2,670	19,969	Australia (ACIAR)	19,969	11,960
3,214,781	833,740	European Union		
1,800,681	1,914,419	New Zealand (MFAT)	1,712,851	1,215,182
	27,066	Network of Aquaculture Centres in Asia-Pacific (NACA)		
70,322	58,670	University of Wollongong		
1,264,754	1,776,316	USAID	1,159,083	
6,353,208	4,829,490	Subtotal Restricted Project	3,717,755	2,050,197
7,624,855	6,660,319	TOTAL EXPENDITURE BUDGET	5,121,481	3,356,564

Oceanic Fisheries Programme

Goal

The goal of the Oceanic Fisheries Programme (OFP) is that fisheries exploiting the region's resources of tuna, billfish and related species are managed for economic and ecological sustainability, using the best available scientific information.

2025 Key outputs – unrestricted (core) and restricted (programme) funding

Business plan KRAs:

- **KRA 3.1:** Data definition, acquisition, management and dissemination, including processing, auditing, and consolidating data holdings to enhance ecosystem, fisheries and biological data for key species.
- **KRA 3.2:** Develop research infrastructure, systems, tools and support services for standardised data and biological sample collection, management and reporting.
- **KRA 4.1:** Provide high-quality stock and fisheries assessments of key renewable oceanic resources, socioeconomic analysis and related management advice.

Pathways: DSK, I&R, D&T

Strategic Plan KFAs: 1, 2, 5

Key outputs:

- Efficient management of and reporting on the OFP work programme in line with the *SPC FAME Business Plan 2022–2027*. This includes OFP inputs into the HoF meeting and Regional Fisheries Ministers' Meeting and WCPFC meetings
- Leadership, management and administration of OFP, including office management, organisation of travel, workshops, procurement and contracting, donor reporting, financial management/resource mobilisation and staff development
- Enhanced visibility of OFP work through communication in a variety of forms for scientific, fisheries management, policy and general audiences, e.g. peer-reviewed scientific papers, the *Tuna Fisheries Assessment Report*, policy briefs, contributions to fisheries newsletters, web stories and press releases
- Scientific advice and information provided on Forum Fisheries Agency, Parties to the Nauru Agreement, South Pacific Group and WCPFC fisheries management initiatives
- Contribution to the understanding of tuna biology through the implementation of ongoing large-scale tagging and biological sampling programmes, including continued development of the Pacific Marine Specimen Bank and associated web-based information system as a key marine research asset for the region
- Development, enhancement and support of regional e-reporting and e-monitoring systems and protocols, enabling compatibility with regional data systems
- Regional tuna fisheries database maintained to provide high-quality information for tuna fisheries stock assessment and management for SPC, other agencies and members; and data standards, monitoring and auditing for regional tuna fisheries enhanced and extended beyond the requirements for science to include the requirements necessary to support MCS, economics and e-monitoring process standards
- Contributions to capacity development, including through the Pacific Island Fisheries Professional programme and working with regional universities towards the development of wider regional training and short-term placement opportunities and FAME mentorship activities

2025 Key outputs – selected restricted project funding**Project: European Union/Sida: Pacific–European Union Marine Partnership (PEUMP) – Tuna science component****Business plan KRAs:**

- **KRA 4.1:** Provide high-quality stock and fisheries assessments of key renewable oceanic resources, socioeconomic analysis and related management advice.
- **KRA 4.2:** Provide ecosystem, climate change, biodiversity, marine resource ecology and species biology models, analyses and advice.
- **KRA 7.2:** Enhance capacity development in science, technology, data management, analyses and advice.

Pathways: DSK, I&R, C&I

Strategic Plan KFAs: 1, 2, 5

Key outputs:

- Catches time series of key bycatch species estimated using the observer data sets are available to SPC
- Key biological and fishery inputs to the 2025 stock assessments of WCPO bigeye and yellowfin tuna are developed
- Evaluations of effort creep in key WCPO tuna fisheries investigated to inform regional scientific and management decision-making
- Regional capacity developed through a Pacific Island fishery professional position focused on regional electronic monitoring issues

Project: Western and Central Pacific Fisheries Commission: Scientific services**Business plan KRAs:**

- **KRA 3.1:** Data definition, acquisition, management and dissemination, including processing, auditing and consolidating data holdings to enhance ecosystem, fisheries and biological data for key species.
- **KRA 4.1:** Provide high-quality stock and fisheries assessments of key renewable oceanic resources, socioeconomic analysis and related management advice.

Pathways: DSK, I&R, C&I**Strategic Plan KFAs: 2, 5****Key outputs:**

- Regional stock assessment and analyses for tuna and related services, specifically WCPO bigeye and yellowfin tuna
- Further analysis of longline operational-level data to improve relative abundance estimates of target species
- Analysis of purse-seine dynamics and activities related to FADs
- Analysis of biological data to inform future stock assessments
- Tagging of tropical tuna with conventional and archival tags to improve stock assessments
- Compiled and managed estimates of relevant fisheries data and support to WCPFC and member countries in satisfying their WCPFC reporting obligations and building capacity (e.g. Regional Tuna Data Workshop)
- Support to the WCPFC membership's work on the refinement of the tropical tuna conservation and management measure in 2023
- Improved stock assessments, including through the implementation of peer-review recommendations for yellowfin tuna (and other tropical tunas)

Project: Pacific Tuna Management Strategy Evaluation, New Zealand (now under new SPF funding arrangement)**Business plan KRAs:**

- **KRA 4.1:** Provide high-quality stock and fisheries assessments of key renewable oceanic resources, socioeconomic analysis, and related management advice.
- **KRA 4.4:** Enhance existing and develop new modelling approaches to support scientific analyses and advice.
- **KRA 7.2:** Enhance capacity development in science, technology, data management, analyses and advice.

Pathways: DSK, I&R, C&I**Strategic Plan KFAs: 2, 5****Key outputs:**

- Stakeholder capacity building is enhanced throughout SPC membership and extended to the wider WCPFC membership
- The modelling framework for the management strategy evaluation for South Pacific albacore is developed and tested, and the evaluation of the candidate harvest control rules (HCRs) are undertaken per the WCPFC workplan
- Output of the WCPO skipjack management procedure, to be run for the first time in 2025, to inform regional management
- Mixed fishery harvest strategy framework is developed
- The strategy for the monitoring of the performance of the skipjack management procedure is developed and implemented

Project: Climate Science for Ensuring Pacific Tuna Access (CSEPTA), New Zealand

Business plan KRA 4.2: Provide ecosystem, climate change, biodiversity, marine resource ecology and species biology models, analyses and advice.

Pathways: DSK, I&R

Strategic Plan KFAs: 1

Key outputs:

- Key enabling conditions, including regional infrastructure enhancement are underway
- Regional programmes to establish baseline information are in place
- Capability among Pacific fisheries professionals are developed, and regional workshops are undertaken

Project: Pacific Research Vessel

Business plan KRA 3.2: Develop research infrastructure, systems, tools and support services for standardised data and biological sample collection management and reporting.

Pathways: I&R

Strategic Plan KFAs: 2, 5

Key outputs:

- Finalised procurement design
- Vessel construction
- Continued visibility and awareness within PICTs

2024R	2025	OCEANIC FISHERIES	2026	2027
EXPENDITURE BUDGET				
935,925	1,030,361	Unrestricted (Core)	1,191,718	1,010,716
Restricted Programme				
131,412	539,049	Australia (DFAT)	755,642	602,297
320,456	208,988	New Zealand (MFAT)	224,203	219,367
451,868	748,037	Subtotal Restricted Programme	979,845	821,664
Restricted Project				
196,702		CIF		
704,386	171,603	European Union (EU)		
98,185	82,659	Food and Agriculture Organization (FAO)	251,201	
		GCF	5,468,736	14,802,320
4,980,245	5,912,157	New Zealand (MFAT)	1,317,930	
187,095	185,473	Ministère des Armées (France)		
1,203,735	1,063,858	FFA	1,053,659	682,925
149,135	323,965	The World Bank Group		
76,272		TMMC		
3,766,908	4,633,992	WCPFC ('Tuna Commission')	4,045,072	3,767,781
11,362,663	12,373,707	Subtotal Restricted Project	12,136,598	19,253,026
12,750,456	14,152,105	TOTAL EXPENDITURE BUDGET	14,308,161	21,085,406

Chapter 3

Geoscience, Energy and Maritime (GEM)

The GEM division provides critical data, applied science and technical expertise in seven core technical areas in support of Pacific Island countries and territories (PICTs): Disaster and Climate Risk Management, Maritime Transport Services, Ocean Services and Management, Sustainable Energy Security, Sustainable Georesources and Geosurveys, Water Security and Earth and Ocean Observation. These are delivered through four programme areas within this division that follow:

- **Disaster and Community Resilience Programme (DCRP):** This programme focuses on innovative applied science and technical action that helps PICTs respond to current and emerging priorities in the areas of disaster and climate risk management and water security and coordinated support to realising the goals of the Framework for Resilient Development in the Pacific (FRDP).
- **Georesources and Energy Programme (GEP):** This programme aims to effectively contribute to the energy transformation in PICTs by providing robust technical assistance and advice, as well as supporting decision-making about the region's geological resources critical to resilient infrastructure development. The programme also supports the coordination of the *Framework for Energy Security and Resilience in the Pacific (FESRIP)*.
- **Oceans and Maritime Programme (OMP):** This programme aims to support a resilient Blue Pacific economy, through integrated ocean management, enhanced ocean services and early warning capacity, and a thriving maritime sector. OMP supports Pacific Island governments to make informed decisions and policies based on the best available science towards a clean, safe and efficient Blue Pacific. OMP's work is underpinned by innovation, capacity building, transfer of marine technology and ocean literacy.
- Additionally, the **Earth and Ocean Observation Services (EOO)** capabilities uses global satellite and global navigational satellite systems (GNSS) to support all our technical focus areas. The programme's work aims to inform understanding of the biophysical changes occurring in the Pacific region such as changes to our coastlines, to understand maritime zones or to develop more accurate early warning systems for disaster to protect lives and livelihoods of Pacific peoples.

Within GEM, the finalisation and implementation of its new business plan has brought clear direction. This includes the establishment of four key objectives and the identification of twelve key result areas (KRAs). All projects within the three programmes effectively align with the four objectives outlined in the divisional business plan for the period spanning 2023 to 2027 and the *SPC Strategic Plan 2022–2031*.

Strategic alignment to SPC's Strategic Plan 2022–2031

GEM's business plan encompasses four primary objectives and twelve KRAs. Objective 1 focuses on GEM's use of data, evidence and knowledge; Objective 2 centres on leveraging unique capabilities to contribute to sustainable development outcomes; and Objective 3 emphasises strengthening collaborative approaches with critical stakeholders towards shared outcomes. These objectives align with five of SPC's key focus areas (KFAs): KFA 1 (Resilience and climate action), KFA 2 (Natural resources and biodiversity), KFA 4 (Equity, education and social development) and KFA 5 (Sustainable economies and livelihoods). Objective 4 highlights GEM's commitment to ensuring that internal systems and processes adequately support the work, aligning with KFA 7 (Transforming institutional effectiveness).

Divisional Objective 1. A Blue Pacific with resilient communities, ecosystems, resources and assets underpinned by scientific evidence and traditional and cultural knowledge.

Alignment to KFAs: 1, 2, 4, 5

Divisional KRAs:

- **KRA 1:** PICTs have enhanced data collection access and management capacity.
- **KRA 2:** PICTs use and disseminate evidence-based decision-making tools/products/systems.
- **KRA 3:** Traditional knowledge and cultural practices are integrated into GEM's work.

Divisional Objective 2. Scientific and technical capabilities among SPC members that support resilient economies and management of, and safe and equitable access to, the Blue Pacific's ecosystems and assets.

Alignment to KFAs: 1, 2, 4, 5

Divisional KRAs:

- **KRA 4:** Technical and scientific assistance (sustainable management and use of resources strengthened, access to safe and resilient services increased and climate and disaster risks managed) provided to member countries.
- **KRA 5:** Capacities developed and strengthened with Pacific Island country and territory members.

Divisional Objective 3. Innovative, collaborative approaches that support evidence-based decisions and actions; good governance; sustained capacity transfer; and improved policy, systems and behaviour.

Alignment to KFAs: 1, 2, 4, 5

Divisional KRAs:

- **KRA 6:** Innovative and productive partnerships developed and strengthened.
- **KRA 7:** Research and innovation supported and scaled up.
- **KRA 8:** Governance strengthened at local, national and regional levels.

Divisional Objective 4. Efficient and effective GEM programmes are strategically resourced.

Alignment to KFA: 7

Divisional KRAs:

- **KRA 9:** Engagement and collaboration with partners/donors/stakeholders strengthened.
- **KRA 10:** Capability of our systems and processes enhanced.
- **KRA 11:** Capability of our people enhanced.
- **KRA 12:** Strategic communications support behaviour change, increased awareness and knowledge sharing for members, partners and GEM.

2024R	2025	GEOSCIENCE, ENERGY AND MARITIME DIVISION		2026	2027
EXPENDITURE BUDGET					
2,047,600	1,838,496	Unrestricted (Core)		1,901,626	1,868,116
Restricted Programme					
526,220	523,876	Australia (DFAT)		647,368	135,304
557,333	853,436	British High Commission - FCDO		1,147,646	225,584
1,029,865	900,000	New Zealand (MFAT)		900,000	900,000
2,113,418	2,277,312	Subtotal Restricted Programme		2,695,014	1,260,888
Restricted Project					
1,432,594	511,760	Australia (DFAT)		175,039	144,785
177,335	350,218	Austrian Development Agency			
1,156,950	1,377,004	Bureau Of Meteorology		1,280,911	1,345,586
342,011	1,031,321	Carbon Trust		831,771	114,897
4,124,572	9,183,196	European Union (EU)		5,690,775	
431,673	365,790	GIZ (Germany)			
52,247		EU-Norwegian Refugee Council			
278,798	11,993	Organisation of African, Caribbean and Pacific States (OACPS)			
73,159		eWater Limited (EWL) Australia			
589,434	1,306,132	Food and Agriculture Organization (FAO)		1,876,327	1,161,732
812,868	471,991	Foreign Commonwealth & Development Office - FCDO			
216,985		IFAN			
207,625		IMO			
6,121,729	3,024,533	MFAT New Zealand		196,879	
53,761		PIFS			
87,090		Patrick J. McGovern Foundation			
11,118		PNG National Fisheries Authority			
896,395	1,368,125	Project Funds - Multi Donors		1,179,865	
52,220	23,126	The Ocean Foundation			
809,206		UNDP			
1,073,865	1,511,462	UNEP		1,940,266	
29,952		University of the South Pacific			
1,311,897	3,908,441	US Department of State		1,262,562	
363,432		World Bank			
		Other			
20,706,916	24,445,092	Subtotal Restricted Project		14,434,395	2,767,000
24,867,934	28,560,900	TOTAL EXPENDITURE BUDGET		19,031,035	5,896,004

Director's Office

Goal

The Director's Office is entrusted with the responsibility of overseeing and managing the integrity and compliance of the technical, administrative, financial and organisational efforts in GEM. In addition to providing executive support to the GEM Director, the office is comprised of the following functional teams:

- technical programme coverage
- administrative, finance and procurement
- strategic communications, and
- planning monitoring, evaluation, research and learning.

Having dedicated functional teams ensures the division's smooth operations, supporting its strategic goals.

2025 Key outputs – unrestricted (core) and restricted (programme) funding

Pillar/Section/Programme: Director's Office

Pathways: C&I, D&T, DSK, I&R, PTA

Strategic Plan KFAs: 7

GEM business plan KRAs: 9, 10, 11, 12

Key outputs:

- **Strategic Partnerships and Resource Mobilisation:** Cultivate and leverage partnerships within SPC and with external stakeholders. Identify and engage potential partners and donors to support resource mobilisation efforts across SPC
- **Integrated Project Coordination:** Oversee and contribute to flagship projects and integrated programming across and within divisions, ensuring alignment with strategic objectives
- **Project and Programme Oversight:** Provide comprehensive support and oversight for all divisional projects and programmes, ensuring they are effectively managed and aligned with divisional goals
- **Financial and Risk Management:** Manage the division's work plan, including accurate budgeting and forecasting, to ensure financial sustainability and minimise risks. This includes covering non-donor funded costs, such as ICT and facilities
- **Monitoring, Evaluation, and Compliance:** Ensure compliance with monitoring and evaluation standards through the quality assurance of all divisional projects and programmes
- **Communications and Stakeholder Engagement:** Develop and implement communication strategies to enhance the visibility of SPC and GEM, and effectively influence stakeholder behaviour

2024R	2025	DIRECTOR'S OFFICE	2026	2027
EXPENDITURE BUDGET				
791,400	729,000	Unrestricted (Core)	729,000	729,000
		Restricted Programme		
1,029,864	900,000	New Zealand (MFAT)	900,000	900,000
1,029,864	900,000	Subtotal Restricted Programme	900,000	900,000
1,821,264	1,629,000	TOTAL EXPENDITURE BUDGET	1,629,000	1,629,000

Disaster and Community Resilience Programme (DCRP)

Goal

To provide technical support and leadership across all stages of integrated disaster and climate risk management; and support the sustainable management of water resources, increased access to safe water and sanitation and resilience to extreme events, such as floods and drought.

2025 Key outputs – selected restricted project funding

Pillar/Section/Programme: Disaster and Community Resilience Programme

Pathways: C&I, D&T, DSK, I&R, PTA

Strategic Plan KFAs: 1, 2, 4

GEM business plan KRAs: 1, 2, 3, 4, 5, 6, 7, 8, 9, 12

Key outputs:

Risk Data and Modelling Enhancement:

- Strengthen national and regional capacities by developing and maintaining comprehensive risk data systems across PICTs, including Cook Islands, the Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu
- Establish and update national and regional risk models, incorporating climate-related risks, to inform key national and sectoral decision-making processes

Capacity Building for Data Collection and Management:

- Build and sustain the capacity of government staff and technical communities across PICTs for exposure data collection, risk data management and application of data for decision-making
- Foster communities of practice among technical and end-user groups within and between PICTs, ensuring continued knowledge exchange and capacity building

Water Security and Management:

- Enhance community and national capacities in PICTs, including Cook Islands, Fiji, Kiribati, the Marshall Islands, Nauru, Niue, Samoa, Solomon Islands, Vanuatu, Tokelau, Tuvalu and Vanuatu for water security, including the development of infrastructure such as groundwater infiltration galleries and the sustainable management of water resources
- Strengthen governance structures at national and community levels to ensure safe and sustainable drinking water, particularly in response to drought and other climate-related events
- Implement innovative approaches to improve data collection, management, and utilisation for water resources, including the expansion of RiskScope drought models and aquifer management techniques

Governance and Policy Development:

- Strengthen governance frameworks at local, national and regional levels to support resilient disaster management and water security, including the development and update of policies such as Fiji's National Water and Sanitation Policy
- Support PICTs in the development and implementation of drought management plans, water security engagement strategies and emergency management services, fostering collaborative and innovative approaches

Partnerships and Strategic Engagements:

- Facilitate strategic partnerships and innovative processes for resilience building, including the establishment of a Pacific Resilience Partnership Water Security Technical Working Group and engagement at international, regional and national levels
- Promote the integration of localisation approaches and enhancement of community-level capacities to manage water resources and respond to disasters

Technical and Scientific Support:

- Provide ongoing technical and scientific support to PICTs, including assistance with data collection, analysis and management, to enhance evidence-based decision-making and resilience building and improved disaster risk governance in the region at the local, national, and regional levels
- Develop and disseminate communication products, such as information, education and communication materials, to support behaviour change and awareness on disaster resilience and water security

2024R	2025	DISASTER AND COMMUNITY RESILIENCE	2026	2027
EXPENDITURE BUDGET				
506,000	489,500	Unrestricted (Core)	489,500	489,500
Restricted Project				
414,218	198,744	Australia (DFAT)	175,039	144,785
2,441,975	3,890,936	European Union (EU)	1,667,112	
285,000		GIZ (Germany)		
52,247		EU-Norwegian Refugee Council		
73,159		eWater Limited (EWL) Australia		
589,434	1,306,132	Food and Agriculture Organization (FAO)	1,876,327	1,161,732
4,511,360	1,822,597	New Zealand (MFAT)		
762,752	1,276,989	Project Funds - Multi Donors	1,093,909	
790,067		UNDP		
363,432		World Bank		
10,283,644	8,495,398	Subtotal Restricted Project	4,812,388	1,306,517
10,789,644	8,984,898	TOTAL EXPENDITURE BUDGET	5,301,888	1,796,017

Georesources and Energy Programme (GEP)

Goal

- To support improved access, efficient use and sustainable management of traditional energy sources.
- To apply science and technical solutions to improve geological knowledge, governance and capacity.
- To promote the analysis of spatial data and systems, enhancing capacity for decision-making to foster resilience and sustainable resource management.

2025 Key outputs – selected restricted project funding

Pillar/Section/Programme: Georesources and Energy Programme

Pathways: C&I, D&T, DSK, I&R, PTA

Strategic Plan KFAs: 1, 2, 4, 5

GEM business plan KRAs: 1, 2, 3, 4, 5, 6, 7, 8

Key outputs:

Renewable Energy and Energy Efficiency:

- Facilitate the development and support of business start-ups and entrepreneurship in the renewable energy and energy efficiency sectors
- Promote the adoption of renewable energy and energy efficiency technologies in sustainable mobility solutions
- Develop and implement renewable energy mini-grids to enhance energy access in remote communities
- Drive investments in energy efficiency projects to reduce energy consumption and improve sustainability

Georesources and Development Minerals:

- Support Fiji's Ministry of Lands and Mineral Resources in implementing targeted activities to advance the development minerals sector in the country, addressing environmental, social and economic challenges
- Provide geotechnical advice, capacity building and training to member PICTs on geotourism, infrastructure development, environmental management and georesources governance
- Offer technical support for the procurement, maintenance and deployment of geoscientific equipment, ensuring continuous training and capacity building for GEM staff
- Conduct field surveys, data collection and routine maintenance of tide gauges and earth monitoring installations to support environmental monitoring and georesource management

Key outputs (continued):**Energy Sector Policy and Capacity Development:**

- Review and enhance policy, institutional and legislative frameworks in the Federated States of Micronesia (FSM) energy sector to strengthen energy administration
- Promote capacity building in energy planning, management and monitoring and evaluation in FSM to support energy sector development
- Secure independent power producers and jointly funded grid-connected renewable energy and energy efficiency projects, with a focus on electrifying households in remote communities of FSM, particularly Chuuk

Technical and Vocational Education and Training (TVET) for Resilience:

- Scale-up TVET capacity building by rolling out regionally accredited certificates and diplomas in resilience across PICTs
- Establish and formalise the resilience sector, building resilient and self-reliant communities in the Pacific
- Build the capacity of the Pacific Regional Federation of Resilience Professionals (PRFRP) as a recognised industry advisory council

Waste-to-Energy (WtE) and Solid Waste Management (SWM):

- Enhance the capacity of government entities in applying support tools for evidence-based decision-making in WtE
- Increase access to data on SWM and renewable energy technologies to support cross-sectoral collaboration
- Support tertiary education providers in adapting and developing WtE training courses and innovative solutions, preparing students for jobs in emerging markets

Seagrass and Mangrove Ecosystem Management:

- Support PICTs in identifying and mapping national stocks of seagrass and mangrove sites, providing a basis for strengthening national policies on ecosystem management
- Assist governments in developing appropriate incentives for sustainable management and rehabilitation of seagrass and mangrove ecosystems, aligned with nationally determined contributions and national adaptation plans
- Increase awareness at national, regional and international levels for the sustainable management of seagrass and mangrove ecosystems, disseminating best practices and findings through various forums

Digital Earth Pacific (DEP):

- Operationalise the frontend and backend infrastructure ensuring its stability and scalability for continued and improved access of the Earth observation products and processing environment by all PICTs
 - Operationalise existing products (coastline change, mangroves change and water resources), including conducting product validation and begin the development of new, prioritised data products, such as seagrass and marine habitat mapping
 - Deliver co-designed capacity building and skills transfer workshops to at least four PICTs to strengthen local expertise
 - Engage PICTs (diverse stakeholders) to build awareness and use of Earth observation and DEP products through case studies and actively participate in national, regional and international events that aim to address the needs and capabilities of the Pacific
 - Implement an effective communications strategy to promote the value of Earth observation data in the Pacific region
 - Secure long-term funding to ensure the continued delivery and expansion of the DEP programme
-

2024R	2025	GEORESOURCES AND ENERGY		2026	2027
EXPENDITURE BUDGET					
406,100	344,600	Unrestricted (Core)		372,858	344,601
Restricted Project					
390,661	313,016	Australia (DFAT)			
177,335	350,218	Austrian Development Agency			
342,011	1,031,321	Carbon Trust		831,771	114,897
1,179,768	4,525,185	European Union (EU)		3,786,423	
146,673	365,790	GIZ (Germany)			
278,798	11,993	Organisation of African, Caribbean and Pacific States (OACPS)			
812,868	471,991	Foreign Commonwealth & Development Office - FCDO			
87,090		Patrick J. McGovern Foundation			
85,167		Project Funds - Multi Donors			
19,139		UNDP			
		UNEP			
		United Nations Industrial Development Organization (UNIDO)			
196,698	812,459	US Department of State		397,603	
3,716,208	7,881,975	Subtotal Restricted Project		5,015,797	114,897
4,122,308	8,226,575	TOTAL EXPENDITURE BUDGET		5,388,655	459,498

Oceans and Maritime Programme (OMP)

Goal

To develop tailored and innovative solutions improving ocean literacy, capacity, monitoring and prediction, and the sustainable management of a safe, accessible and resilient ocean, improving the safety, connectivity and sustainability of maritime transportation.

2025 Key outputs – selected restricted project funding

Pillar/Section/Programme: Ocean Management and Literacy	
Pathways: C&I, D&T, I&R, PTA	Strategic Plan KFAs: 1, 2, 5, 7
GEM business plan KRAs: 1, 3, 4, 5, 6, 8	

Key outputs:

- **Maritime Zone Security:** Support PICTs in establishing and securing maritime zones in line with international law and the 2021 Leaders Declaration, addressing challenges from climate change-related sea-level rise
- **Operationalising Maritime Zones:** Aid PICTs in integrating maritime zones into fisheries management, marine spatial planning, and national legislation for a climate-resilient blue economy
- **Integrated Ocean Management (IOM):** Facilitate IOM development and implementation, with national co-design on science, policy and regulatory frameworks
- **Ocean Governance and Leadership:** Strengthen regional networks and leadership in ocean governance, enhancing PICTs’ capacity to lead sustainable ocean practices
- **Marine Spatial Planning (MSP) and Blue Economy:** Build PICTs’ capacity for inclusive MSP processes, integrating climate scenarios, traditional knowledge and cultural practices for a resilient blue economy
- **National Ocean Policy (NOP) Implementation:** Promote the implementation of NOPs across the Pacific and create shared learning spaces for NOP and BBNJ regulation
- **Ocean Data Accessibility:** Enhance the generation, accessibility and dissemination of ocean-related data and information, supporting wide usage and integrated management
- **Capacity Building and Knowledge Sharing:** Improve knowledge, skills and awareness in ocean science, geospatial capacity and sustainable development decision-making

Pillar/Section/Programme: Ocean Prediction and Monitoring (OPM)

Pathways: C&I, DSK, I&R, PTA

Strategic Plan KFAs: 1, 7

GEM business plan KRAs: 1, 2, 4, 5, 6, 7

Key outputs:

- **Early Warning Capacity and Ocean Literacy:** Enhance regional early warning systems, increase ocean literacy, develop skills in ocean science and foster stakeholder engagement for tailored ocean products
- **Ocean Forecast Services:** Strengthen ocean forecasting for waves, currents and inundation in Tuvalu, Cook Islands, and Niue
- **Coastal Hazard Knowledge:** Increase knowledge of coastal inundation hazards and risks in Cook Islands, the Marshall Islands, Niue, Samoa, Tonga, Tuvalu and Vanuatu
- **Tropical Cyclone Response and Forecasting:** Develop and strengthen multi-hazard tropical cyclone impact assessment tools and forecasting systems in Cook Islands, Niue, Samoa, Tonga, Tuvalu and Vanuatu
- **Impact-Based Forecasting:** Develop systems and tools to advance National Meteorological and Hydrological Services (NMHS) impact-based forecasting services
- **Risk Knowledge Dashboards:** Develop and consolidate interactive risk knowledge dashboards for Cook Islands and Niue
- **Public-Private Partnerships:** Promote public-private partnerships and income-generating activities through enhanced ocean services and scientific publications
- **Research and Capacity Building:** Support PhD research and publish scientific papers to strengthen early warning and coastal risk monitoring capacities in the region
- **Communication and Dissemination:** Enhance NMHS communication and dissemination capabilities and support seasonal ocean prediction service

Pillar/Section/Programme: Maritime Transport Services

Pathways: C&I, D&T, DSK, I&R, PTA

Strategic Plan KFAs: 2, 5, 7

GEM business plan KRAs: 1, 4, 5, 8

Key outputs:

- **Maritime Policy and Regulation:** Develop and implement relevant maritime policies, including a gender-responsive framework and accession to the Facilitation of International Maritime Traffic Convention. Review and update safety regulations
- **Data Management:** Enhance data collection and management for informed decision-making
- **Decarbonisation:** Develop a strategy to reduce maritime emissions and align with global environmental goals
- **Regional Frameworks:** Implement the Pacific Regional One Maritime Framework and develop the Regional Strategy for Pacific Women in Maritime 2025–2030
- **Safety and Security:** Improve domestic shipping safety, aids to navigation and port security. Ensure compliance with ISPS and OHS standards
- **Capacity Building:** Support member states with IMO Member State Audit Scheme (IMSAS) audits and capacity-building programmes under the IMO's Technical Cooperation Programme
- **Search and Rescue:** Strengthen Pacific Regional Maritime Search and Rescue (PACSAR) operations
- **Port Modernisation:** Implement the Pacific Ports Vision 2030–2050 and monitor the Regional Strategy on Safety of Navigation 2023–2027

2024R	2025	OCEANS AND MARITIME	2026	2027
EXPENDITURE BUDGET				
344,100	275,396	Unrestricted (Core)	310,268	305,015
Restricted Programme				
526,220	523,876	Australia (DFAT)	647,368	135,304
557,334	853,436	British High Commission - FCDO	1,147,646	225,584
1,083,554	1,377,312	Subtotal Restricted Programme	1,795,014	360,888
Restricted Project				
627,715		Australia (DFAT)		
		British High Commission		
1,156,950	1,377,004	Bureau Of Meteorology	1,280,911	1,345,586
502,828	767,075	European Union (EU)	237,240	
216,985		IFAN		
207,625		IMO		
1,610,369	1,201,936	New Zealand (MFAT)	196,879	
53,761		PIFS		
11,118		PNG National Fisheries Authority		
48,476	91,136	Project Funds - Multi Donors	85,956	
52,220	23,126	The Ocean Foundation		
		UNDP		
1,073,865	1,511,462	UNEP	1,940,266	
29,952		University of the South Pacific		
1,115,200	3,095,980	US Department of State	864,958	
6,707,064	8,067,719	Subtotal Restricted Project	4,606,210	1,345,586
8,134,718	9,720,427	TOTAL EXPENDITURE BUDGET	6,711,492	2,011,489

Chapter 4

Land Resources Division (LRD)

LRD's mission is to provide effective scientific advice, capacity building and services on conservation, development and utilisation of plant genetic resources, forest and landscape management, resilient agricultural systems, diversification of livelihoods strategies and access to markets to maintain ecosystem services and improve land productivity and the food, nutrition security and resilience of Pacific communities.

The mission is realised through four main thematic pillars and a progressively integrated approach to programming that works towards achieving SPC's development goals.

- **Pillar 1: Genetic resources**
- **Pillar 2: Sustainable forest and landscape management**
- **Pillar 3: Sustainable agriculture**
- **Pillar 4: Markets for livelihoods**

LRD's Business Plan 2019–2023 has six divisional objectives and 12 key responsibility areas (KRAs). The division's new business plan is expected to come into effect in mid-2025 but for the purposes of this narrative, reference will still be made to the previous plan.

Strategic alignment to SPC's Strategic Plan 2022–2031

Divisional Objective 1. Land, agriculture, forestry and genetic resources are sustainably management and conserved.

Alignment to KFAs: 1, 2

Divisional KRAs:

- **KRA 1:** Increased availability of genetic resources at CePaCT and in countries.
- **KRA 2:** Increased adoption of land management plans, policies, approaches and technologies.

Divisional Objective 2. Enhanced ability to meet local and international market requirements for agriculture and forest products.

Alignment to KFAs: 2, 4, 5, 6

Divisional KRAs:

- **KRA 3:** Diversification of livelihood strategies and development of new value chains.
- **KRA 7:** Equitable benefits from agriculture and forestry.

Divisional Objective 3. PICTs have access to diverse and nutritious agricultural and forestry resources resilient to the impacts of disasters and climate change.

Alignment to KFAs: 2, 3, 5

Divisional KRAs:

- **KRA 5:** Resilient agricultural, land and forestry production systems.
- **KRA 6:** Increased utilisation of nutritious and resilient crop varieties by PICTs.

Divisional Objective 4. Regional and national policies, programmes and services in agriculture and forestry are socially inclusive, and promote and protect cultural heritage and human rights.

Alignment to KFAs: 4, 5

Divisional KRA:

- **KRA 7:** Equitable benefits from agriculture and forestry.

Divisional Objective 5. Integrated farming systems and services strengthened.

Alignment to KFAs: 1, 3, 6

Divisional KRA:

- **KRA 8:** Enhanced adopted and implemented technologies in crop production, soil health, water, pest and diseases management and animal husbandry.

Divisional Objective 6. Organisational objectives.

Alignment to KFA: 7

Divisional KRAs:

- **KRA 9:** Engagement and collaboration with members and partners strengthened.
- **KRA 10:** Capability of our people, systems and processes enhanced.
- **KRA 11:** Technical and scientific knowledge and expertise strengthened.
- **KRA 12:** Improved visibility, information and knowledge sharing with members and partners.

2024R	2025	LAND RESOURCES DIVISION	2026	2027
EXPENDITURE BUDGET				
2,082,521	1,930,834	Unrestricted (Core)	1,764,090	1,768,545
Restricted Programme				
122,372	166,794	Australia (ACIAR)	196,299	
767,931	504,000	New Zealand (MFAT)	504,000	504,000
890,303	670,794	Subtotal Restricted Programme	700,299	504,000
Restricted Project				
751,616	1,160,582	France (AFD)		
1,076,417	303,300	Australia (ACIAR)	41,968	16,933
717,695	606,460	Australia (DFAT)	495,566	407,395
23,120	42,722	Cawthron Institute Trust Board		
2,278,428	84,335	European Union (EU)		
369,988	429,653	Department of Agriculture, Fisheries and Forestry		
53,451		Food and Agriculture Organization (FAO)		
498,058		ITC		
76,350		Landcare Research New Zealand Ltd		
1,260,326	1,139,294	New Zealand (MFAT)	1,003,983	745,382
18,170		Palladium International Pty Ltd		
13,881	12,075	Project Funds - Multi Donors	11,643	6,325
43,047	28,203	SK INNOVATION CO LTD		
275,178	313,137	The Global Crop Diversity Trust	265,105	541,216
174,622	1,583,192	USAID	1,930,502	2,056,039
95,801		World Organisation for Animal Health-WOAH		
7,726,148	5,702,953	Subtotal Restricted Project	3,748,767	3,773,290
10,698,972	8,304,581	TOTAL EXPENDITURE BUDGET	6,213,156	6,045,835

Director's Office

Goal

To provide effective leadership and corporate and programme advisory services to strengthen the key operational foundations for all pillars and programmes within LRD.

2025 Key outputs – restricted (programme and project) funding

Director's Office	
Pathways: D&T, I&R, C&I, PTA	Strategic Plan KFAs: 1, 2, 3, 4, 5, 6, 7
KRA 9:	
<ul style="list-style-type: none"> Support the 4th Pacific Week of Agriculture and Forestry (PWAF) in Tonga which includes the convening of the Pacific Heads and Ministers meetings 2050 Regional Strategy for Agriculture and Forestry: Grow the Pacific is endorsed for implementation Resources and partnerships to implement the SPC Food Systems Flagship are secured One Health approach is operationalised in consultation with stakeholders in the Pacific 	
KRA 10:	
<ul style="list-style-type: none"> LRD Business Plan 2025–2029 is endorsed for implementation Core functions for enabling services (finance and administration; planning, monitoring, evaluation and learning; communications; knowledge management; gender equality and social inclusion) of LRD is effectively developed and maintained Ongoing contribution and compliance to organisational standards through cross-divisional synergies/ collaborations/partnerships and support for SPC flagships 	
KRA 11:	
<ul style="list-style-type: none"> Maintain the provision of key technical and scientific capabilities Support research for development competencies, including developing research innovation systems under the regional research agenda 	
KRA 12:	
<ul style="list-style-type: none"> Strengthen communications, information sharing and visibility efforts of the division's work through the upgrading of systems and tools 	

2024R	2025	DIRECTOR'S OFFICE	2026	2027
EXPENDITURE BUDGET				
1,341,777	1,116,788	Unrestricted (Core)	1,019,642	948,916
Restricted Programme				
122,372	166,794	Australia (ACIAR)	196,299	
767,931	504,000	New Zealand (MFAT)	504,000	504,000
890,303	670,794	Subtotal Restricted Programme	700,299	504,000
Restricted Project				
152,831	84,188	Australia (ACIAR)		
312,047	187,257	Australia (DFAT)	181,364	96,716
174,622	1,583,193	USAID	1,930,502	2,056,038
639,500	1,854,638	Subtotal Restricted Project	2,111,866	2,152,754
2,871,580	3,642,220	TOTAL EXPENDITURE BUDGET	3,831,807	3,605,670

Genetic Resources

Goal

Advance the conservation, development and utilisation of plant genetic resources, including the development and strengthening of seed and planting material supply networks to enable improved availability, access, use and quality of food crops and trees at community, country and regional levels.

2025 Key outputs – selected restricted project funding

Programme/Pillar: Genetic Resources	
Pathways: I&R, C&I	Strategic Plan KFAs: 2, 3, 5, 6, 7
Key outputs:	
KRA 1:	
<ul style="list-style-type: none"> Enhanced genetic resource conservation through ongoing maintenance of base collections, safety duplication, cryopreservation and regeneration activities New and improved crop diversity (climate-resilient crops) are developed through appropriate plant breeding methodologies and approaches Progressed efforts to meet international gene bank standards, including the recommendations from the Global Diversity Crop Trust review 	
KRA 6:	
<ul style="list-style-type: none"> Climate resilient and nutritious varieties promoted and distributed in member countries 	
KRA 9:	
<ul style="list-style-type: none"> Partnerships on conservation and utilisation of genetic resources are strengthened/established with the Pacific Agricultural Plant Genetic Resources Network (PAPGREN) and others 	
KRA 11:	
<ul style="list-style-type: none"> Implementation of the CePaCT investment plan 2025-2029 commenced Strengthened research on improved and fit-for-purpose crop varieties and pathways for clean seed systems Increased number of member country staff and regional experts with skills in biotechnologies, plant acclimatisation, field collecting, characterisation, evaluation and effective conservation strategies 	

2024R	2025	GENETIC RESOURCES	2026	2027
EXPENDITURE BUDGET				
295,738	286,414	Unrestricted (Core)	279,072	295,738
		Restricted Project		
504,029		Australia (ACIAR)		
405,648	419,203	Australia (DFAT)	314,202	310,680
49,464		Food and Agriculture Organization (FAO)		
747,806	702,095	New Zealand (MFAT)	626,877	745,382
18,170		Palladium International Pty Ltd		
13,599	6,325	Project Funds - Multi Donors	5,893	
275,178	313,136	The Global Crop Diversity Trust	265,104	541,216
		UNDP		
2,013,894	1,440,759	Subtotal Restricted Project	1,212,076	1,597,278
2,309,632	1,727,173	TOTAL EXPENDITURE BUDGET	1,491,148	1,893,016

Sustainable Forest and Landscape Management

Goal

Support and develop sustainable forest and landscape management capacities to maintain ecosystem services, improve land productivity and enhance community resilience, including developing and improving policies, plans, laws, and strategies and strengthening the application of sustainable forestry and landscape management.

2025 Key outputs – selected restricted project funding

Programme/Pillar: Sustainable Forest and Landscape Management	
Pathways: C&I, I&R, PTA	Strategic Plan KFAs: 2, 7
Key outputs:	
KRA 2:	
<ul style="list-style-type: none"> • Protocols for processing engineered wood products are developed (EWP project) • Methodology for community-based mangrove ecosystem restoration is finalised (Mangrove Ecosystem Restoration project) 	
KRA 5:	
<ul style="list-style-type: none"> • Treatments to control invasive species in selected sites are identified 	
KRA 9:	
<ul style="list-style-type: none"> • Pacific Forestry Professionals Network is coordinated and supported 	
KRA 10:	
<ul style="list-style-type: none"> • Master's degree studies for two staff members are completed 	
KRA 11:	
<ul style="list-style-type: none"> • Localised plant invasive species models for research and policy advice for Tonga and Fiji are developed 	

2024R	2025	SUSTAINABLE FOREST AND LANDSCAPE MANAGEMENT	2026	2027
EXPENDITURE BUDGET				
95,962	98,236	Unrestricted (Core)	93,897	100,412
		Restricted Project		
171,470	184,889	Australia (ACIAR)	9,122	
43,047	28,203	SK INNOVATION CO LTD		
214,517	213,092	Subtotal Restricted Project	9,122	
310,479	311,328	TOTAL EXPENDITURE BUDGET	103,019	100,412

Sustainable Agriculture

Goal

To promote and develop integrated solutions to counter the challenges of sustainable agricultural production systems for food, nutrition security and resilient communities.

2025 Key outputs – restricted (project) funding

Programme/Pillar: Sustainable Agriculture	
Pathways: I&R, C&I	Strategic Plan KFAs: 3, 6, 7
Key outputs:	
KRA 4:	
<ul style="list-style-type: none"> Enhanced capacity of countries on plant health surveillance, early response planning and integrated pests and disease management Strengthened capacity of countries on animal disease surveillance and management through training, surveillance and networking 	
KRA 8:	
<ul style="list-style-type: none"> Increased number of soil health and water use efficiency technologies developed and promoted Increased number of countries of which integrated crop management technologies are developed and adopted 	
KRA 9:	
<ul style="list-style-type: none"> Strengthened knowledge on soil management strategies in the Pacific through training, research and partnerships Enhanced regional coordination, integration and partnerships through the establishment of the Pacific Soils Partnership Network Lead and coordinate the strategic framework for Pacific Heads of Veterinary and Animal Production Services (PHOVAPS) 	

2024R	2025	SUSTAINABLE AGRICULTURE	2026	2027
EXPENDITURE BUDGET				
134,327	134,347	Unrestricted (Core)	122,219	134,327
Restricted Project				
248,087	34,223	Australia (ACIAR)	32,846	16,933
23,120	42,722	Cawthron Institute Trust Board		
143,344	55,048	Department of Agriculture, Fisheries and Forestry		
76,350		Landcare Research New Zealand Ltd		
512,520	437,199	New Zealand (MFAT)	377,107	
92,038		UNDP		
92,038		World Organisation for Animal Health-WOAH		
1,095,459	569,192	Subtotal Restricted Project	409,953	16,933
1,229,786	703,539	TOTAL EXPENDITURE BUDGET	532,172	151,260

Markets for Livelihoods

Goal

To build resilient farm families to ensure food and nutritional security through improved availability, access, usage and quality of food supplies in both rural and urban populations; and to promote farming management and systems that increase access to local and export markets, including strengthened biosecurity services.

2025 Key outputs – restricted (project) funding

Programme/Pillar: Markets for Livelihoods	
Pathways: C&I, I&R	Strategic Plan KFAs: 2, 5, 6, 7
Key outputs:	
KRA 2:	
<ul style="list-style-type: none"> Development of organic agriculture through a network of learning farms 	
KRA 3:	
<ul style="list-style-type: none"> Strengthened value chain linkages to improve market access and economic opportunities for a diverse array of stakeholders Increased number of farmers practising sustainable land management practises - agroecological practices 	
KRA 4:	
<ul style="list-style-type: none"> Provision of capacity building and technical inputs to improve sanitary and phytosanitary services in the region Provision of capacity building and technical inputs to improve sanitary and phytosanitary services in the region (biosecurity strategic plans) 	
KRA 9:	
<ul style="list-style-type: none"> Strengthened governance structures, sustainability and funding of Pacific Organic and Ethical Trade Community (POETCom) and Pacific Plant Protection Organisation (PPPO) 	

2024R	2025	MARKETS FOR LIVELIHOODS	2026	2027
EXPENDITURE BUDGET				
214,717	295,049	Unrestricted (Core)	249,260	289,152
Restricted Project				
751,616	1,160,582	France (AFD)		
2,278,428	84,335	European Union (EU)		
226,645	374,605	Department of Agriculture, Fisheries and Forestry		
3,988		Food and Agriculture Organization (FAO)		
498,058		ITC		
4,043	5,750	Project Funds - Multi Donors	5,750	6,325
		UNDP		
3,762,778	1,625,272	Subtotal Restricted Project	5,750	6,325
3,977,495	1,920,321	TOTAL EXPENDITURE BUDGET	255,010	295,477

Chapter 5

Public Health Division (PHD)

Working for the well-being of our Pacific people, PHD leads SPC's efforts to improve accessibility to quality health services in Pacific Island countries and territories (PICTs). PHD is made up of five technical teams, supported by the Director's team (Communications; Monitoring, Evaluation and Learning [MEL]; Finance; and Administration) that work together on six divisional objectives:

- **Divisional Objective 1:** Improve multisectoral response to non-communicable disease (NCD) and reduced premature mortality.
- **Divisional Objective 2:** Strengthen capacity for health security surveillance, preparedness and response.
- **Divisional Objective 3:** Strengthen laboratory capacity to support clinical and public health surveillance priorities in the Pacific.
- **Divisional Objective 4:** Strengthen clinical; nursing; and infection, prevention and control (IPC) services in PICTs.
- **Divisional Objective 5:** Strengthen health information systems, and other selected components of PICTs' health systems.
- **Divisional Objective 6:** Enhance divisional support services (Administration, MEL and Communications) and improve financial and risk management as a means for efficient service delivery.

Through divisional objectives 1 to 5, PHD will contribute towards the achievement of five key results areas (KRAs):

- **KRA 1:** PICTs own and lead the change agenda for health services improvement in the region.
- **KRA 2:** Improve capabilities and knowledge and skill gains leading to practise change and improved effectiveness and efficiency within Pacific ministries of health (MoHs).
- **KRA 3:** Implement and enforce legislations, policies, guidelines and standards in PICTs.
- **KRA 4:** Introduce innovation, digitalisation and technology resulting in improved effectiveness and efficiency within Pacific MoHs.
- **KRA 5:** Use data, statistics and knowledge products to inform evidence-based planning and policy decisions.

Through divisional objective 6, PHD will contribute towards the achievement of three KRAs:

- **KRA 6:** Increase the publicity of PHD's work leading to improved engagement of PICTs and stakeholders.
- **KRA 7:** Improve MEL within PHD and selected PICTs and stakeholders.
- **KRA 8:** Improve the financial and administrative support systems and processes.

Strategic alignment to SPC's Strategic Plan 2022–2031

PHD services fall under key focus areas (KFAs) 3, 6 and 7 of SPC's Strategic Plan 2022–2031.

Divisional Objective 1. Improve multisectoral response to NCD and reduced premature mortality.

Alignment to KFAs: 3, 6

Divisional KRAs:

- **KRA 1:** PICTs own and lead the change agenda for health services improvement in the region.
- **KRA 2:** Improve capabilities and knowledge and skill gains leading to practise change and improved effectiveness and efficiency within Pacific MoHs.
- **KRA 3:** Implement and enforce legislations, policies, guidelines and standards in PICTs.
- **KRA 4:** Introduce innovation, digitalisation and technology resulting in improved effectiveness and efficiency within Pacific MoHs.
- **KRA 5:** Use data, statistics and knowledge products to inform evidence-based planning and policy decisions.

Divisional Objective 2. Strengthen capacity for health security surveillance, preparedness and response.**Alignment to KFAs: 6****Divisional KRAs:**

- **KRA 1:** PICTs own and lead the change agenda for health services improvement in the region.
- **KRA 2:** Improve capabilities and knowledge and skill gains leading to practice change and improved effectiveness and efficiency within Pacific MoHs.
- **KRA 3:** Implement and enforce legislations, policies, guidelines and standards in PICTs.
- **KRA 4:** Introduce innovation, digitalisation and technology resulting in improved effectiveness and efficiency within Pacific MoHs.
- **KRA 5:** Use data, statistics and knowledge products to inform evidence-based planning and policy decisions.

Divisional Objective 3. Strengthen laboratory capacity to support clinical and public health surveillance priorities in the Pacific.**Alignment to KFAs: 6****Divisional KRAs:**

- **KRA 1:** PICTs own and lead the change agenda for health services improvement in the region.
- **KRA 2:** Improve capabilities and knowledge and skill gains leading to practise change and improved effectiveness and efficiency within Pacific MoHs.
- **KRA 3:** Implement and enforce legislations, policies, guidelines and standards in PICTs.
- **KRA 4:** Introduce innovation, digitalisation and technology resulting in improved effectiveness and efficiency within Pacific MoHs.
- **KRA 5:** Use data, statistics and knowledge products to inform evidence-based planning and policy decisions.

Divisional Objective 4. Strengthen clinical, nursing and IPC services in PICTs.**Alignment to KFAs: 6****Divisional KRAs:**

- **KRA 1:** PICTs own and lead the change agenda for health services improvement in the region.
- **KRA 2:** Improve capabilities and knowledge and skill gains leading to practise change and improved effectiveness and efficiency within Pacific MoHs.
- **KRA 3:** Implement and enforce legislations, policies, guidelines and standards in PICTs.
- **KRA 4:** Introduce innovation, digitalisation and technology resulting in improved effectiveness and efficiency within Pacific MoHs.
- **KRA 5:** Use data, statistics and knowledge products to inform evidence-based planning and policy decisions.

Divisional Objective 5. Strengthen health information systems, and other selected components of PICTs' health systems.

Alignment to KFAs: 6

Divisional KRA:

- **KRA 1:** PICTs own and lead the change agenda for health services improvement in the region.
- **KRA 2:** Improve capabilities and knowledge and skill gains leading to practise change and improved effectiveness and efficiency within Pacific MoHs.
- **KRA 3:** Implement and enforce legislations, policies, guidelines and standards in PICTs.
- **KRA 4:** Introduce innovation, digitalisation and technology resulting in improved effectiveness and efficiency within Pacific MoHs.
- **KRA 5:** Use data, statistics and knowledge products to inform evidence-based planning and policy decisions.

Divisional Objective 6. Enhance divisional support services (Administration, MEL and Communications) and improve financial and risk management as a means for efficient service delivery.

Alignment to KFAs: 7

Divisional KRAs:

- **KRA 6:** Increase the publicity of PHD's work leading to improved engagement of PICTs and stakeholders.
- **KRA 7:** Improve MEL within PHD and selected PICTs and stakeholders.
- **KRA 8:** Improve the financial and administrative support systems and processes.

2025 Key outputs – restricted (programme) funding

Programme/Projects: Director's Office

Pathways: C&I

Strategic Plan KFAs: 7

KRA 8:

- Coordinate annual work planning and business planning processes within PHD
- Coordinate the compilation of PHD progress reports to SPL, funders and partners
- Provide training support for use of developed tools and dashboards
- PHD teams and PICTs supported with surveys and analysis
- PHD mid-year and end-of-year reflections convened
- Adopt strategies to improve on timely finance reporting to the PHD team
- Process procurement and payment requests within accepted timeframes
- Facilitate training of the Finance and Administration teams in Navision Jet reporting

Pathways: D&T

Strategic Plan KFAs: 7

KRA 7:

- Explore appropriate online solutions for tracking workflows
- Develop data collection tools and templates as well as dashboards and interactive visuals of data
- Support PHD teams and PICTs with enhanced monitoring tools
- Enhance systems and processes for monitoring and evaluating PHD capacity-building activities

Pathways: DSK

Strategic Plan KFAs: 7

KRA 6:

- Develop and disseminate PHD E-updates/newsletter
- Develop and disseminate stories (e.g. press releases, web stories, blogs and profile stories) and social media posts
- Produce and post videos
- Design and disseminate promotional materials
- Continually upgrade the PHD website
- Develop high-level communications briefing notes for donors and development partners
- Produce country-specific information papers/fact sheets
- Provide updated communications dashboard on a quarterly basis
- Facilitate training of staff on communications and media skills for in-country visits

2024R	2025	DIRECTOR'S OFFICE	2026	2027
EXPENDITURE BUDGET				
1,141,796	1,025,126	Unrestricted (Core)	1,025,125	1,025,126
Restricted Programme				
3,751,341	2,867,079	Australia (DFAT)	1,667,086	1,838,168
414,414	407,752	New Zealand (MFAT)	246,358	245,893
4,165,755	3,274,831	Subtotal Restricted Programme	1,913,444	2,084,061
5,307,551	4,299,957	TOTAL EXPENDITURE BUDGET	2,938,569	3,109,187

Programme/Projects: NCD Prevention and Control Programme

Pathways: C&I

Strategic Plan KFAs: 3, 6

KRA 1:

- Ensure the NCD agenda at high-level meetings
- Develop a national multisectoral NCD plan
- Establish national/subnational multisectoral NCD committee
- Engage civil society organisations and non-state actors to address NCDs
- Mobilise and expand NCD youth groups
- Incorporate nutrition and food systems into NCD initiatives
- Incorporate gender equality and social inclusion into NCD initiatives
- Conduct NCD governance meetings

Pathways: C&I

Strategic Plan KFAs: 3, 6

KRA 2:

- Review and update NCD training packages and plan
- Conduct targeted NCD-related trainings
- Support NCD professional development and placements
- Develop NCD health promotion and education resources
- Conduct NCD interventions and campaigns
- Support integrated NCD primary care services and systems
- Support PICTs with NCD funding proposals

Pathways: PTA**Strategic Plan KFAs: 3, 6****KRA 3:**

- Review, update and develop NCD-related policies and legislation
- Review, update and develop NCD-related guidelines

Pathways: D&T**Strategic Plan KFAs: 3, 6****KRA 4:**

- Conduct innovative NCD interventions using modern technology to promote behaviour change
- Develop a Moodle platform or digital applications for NCD resources

Pathways: I&R**Strategic Plan KFAs: 3, 6****KRA 5:**

- Conduct NCD operational research
- Publish NCD-related data and research findings
- Disseminate evidence-based NCD findings
- Review and assess the imports/trade of unhealthy products

Pathways: DSK**Strategic Plan KFAs: 3, 6****KRA 5:**

- Develop and update NCD monitoring and evaluation frameworks
- Develop and update Pacific Monitoring Alliance for NCD Action (MANA) dashboards
- Lead MANA Coordination Team for NCD policies and legislation data
- Incorporate NCD data in wider statistics (e.g. SDD)

2024R	2025	NON-COMMUNICABLE DISEASES PREVENTION AND CONTROL PROGRAMME	2026	2027
EXPENDITURE BUDGET				
Restricted Project				
141,818		Fonds Pacifique		
492,012	798,108	New Zealand (MFAT)	600,000	600,000
633,830	798,108	Subtotal Restricted Project	600,000	600,000
633,830	798,108	TOTAL EXPENDITURE BUDGET	600,000	600,000

Programme/Projects: Surveillance Preparedness and Response Programme**Pathways: C&I****Strategic Plan KFAs: 6****KRA 1:**

- Convene the Pacific Public Health Surveillance Network (PPHSN) Coordinating Body Meeting
- Convene the PPHSN regional and service network meetings
- Finalise the consultancy and share the report of the external review of the PPHSN
- Engage a consultant for updating the PPHSN strategic plan 2024–2028

Pathways: C&I**Strategic Plan KFAs: 6****KRA 2:**

- Convene SHIP-DDM trainings
- Conduct entomology trainings
- Support collaborations with other field epidemiology training programmes and research dissemination
- Provide technical support for risk communication and community engagement
- Support PICTs during outbreak events or natural disasters
- Build capacity for and support enhanced surveillance during mass gathering events
- Enhance capacity for the One Health approach to ongoing and emerging threats
- Train PICT EpiNet teams

Pathways: PTA**Strategic Plan KFAs: 6****KRA 3:**

- Update the *Pacific Outbreak Manual*

Pathways: D&T**Strategic Plan KFAs: 6****KRA 4:**

- Support internet connectivity and digital transformation in PICTs
- Support digital innovations such as the Vanuatu database for People with Disability and the SPC Regional Health Guidelines app
- Establish and maintain an online platform for SHIP-DDM materials with partners
- Support the development and expansion of early warning systems for disease outbreaks

Pathways: I&R**Strategic Plan KFAs: 6****KRA 5:**

- Conduct mosquito surveys and vector mappings
- Support the conduction of a seroprevalence survey
- Conduct a feasibility study into regional insectaries

Pathways: DSK**Strategic Plan KFAs: 6****KRA 5:**

- Produce and post annotated reports and advisories on PacNet
- Maintain the regional epidemic intelligence system work; produce and disseminate a weekly report for epidemic and emerging disease alerts and annual reports
- Disseminate health advice and technical guidance to PICTs, as requested
- Publish communicable disease-related data and research findings

2024R	2025	SURVEILLANCE, PREPAREDNESS AND RESPONSE PROGRAMME		2026	2027
EXPENDITURE BUDGET					
Restricted Project					
464,840		Australia (DFAT)			
357,199	653,716	European Union (EU)			
124,370		US Department of State			
946,409	653,716	Subtotal Restricted Project			
946,409	653,716	TOTAL EXPENDITURE BUDGET			

Programme/Projects: Clinical Services Programme**Pathways: C&I****Strategic Plan KFAs: 3, 6****KRA 1:**

- Convene regular regional governance meetings
- Strengthened PICTs responses to health emergencies/outbreaks in clinical, nursing, allied health, biomedical and IPC services
- Strengthened specialised clinical, nursing, allied health, biomedical and IPC services and capacity in PICTs

Pathways: C&I**Strategic Plan KFAs: 3, 6****KRA 2:**

- Improved capacity of Pacific clinical and nursing networks (includes Allied Health)
- Support gender equality, disability and social inclusion (GEDSI) throughout specialised clinical, nursing, allied health, biomedical and IPC service provision
- Support clinical, nursing and allied health leadership development initiatives for PICTs
- Support PICTs with continuing health professional education (CHPE) in discipline-specific and specialisation areas
- Mainstream GEDSI in health workforce planning and human resources
- Strengthened IPC education in PICTs
- Support mechanisms for regional coordination and networking

Pathways: PTA**Strategic Plan KFAs: 3, 6****KRA 3:**

- Support PICTs' implementation of the nursing specialisation framework and standards
- Support PICTs to develop/review IPC competencies, guidance, plans, etc.
- Support PICTs to develop their national surgical, obstetric and anesthesia plans

Pathways: D&T**Strategic Plan KFAs: 3, 6****KRA 4:**

- Increased knowledge of digitalisation of tools and resources and capacity for their use
- Support the digitalisation of tools and resources for the provision of specialised clinical, nursing, allied health, biomedical and IPC services

Pathways: DSK**Strategic Plan KFAs: 3, 6****KRA 5:**

- Increased evidence to inform regional decision-making through research

2024R	2025	CLINICAL SERVICES PROGRAMME	2026	2027
EXPENDITURE BUDGET				
Restricted Project				
		Australia (DFAT)		
1,708,897	1,141,726		189,458	
1,708,897	1,141,726	Subtotal Restricted Project	189,458	
1,708,897	1,141,726	TOTAL EXPENDITURE BUDGET	189,458	

Programme/Projects: Laboratory Strengthening Programme**Pathways: C&I****Strategic Plan KFAs: 6****KRA 1:**

- Convene regional LabNet meetings
- Ensure LSP is represented at high-level meetings
- Conduct laboratory leadership training

Pathways: C&I**Strategic Plan KFAs: 6****KRA 2:**

- Conduct Laboratory Quality Management System (LQMS) training for PICTs
- Provide training and quality improvement supervision
- Biosafety cabinet maintenance end-user training
- Audit and service of laboratory biosafety cabinet
- Provide pathologist training and equipment
- Provide in-country capacity building and mentorship

Pathways: PTA**Strategic Plan KFAs: 3, 6****KRA 3:**

- Develop a laboratory accreditation framework and submit for PICTs' endorsement
- Provide certification training of trainers and shippers of infectious substance according to IATA regulations
- Provide laboratory quality assessment

Pathways: D&T**Strategic Plan KFAs: 6****KRA 4:**

- Support RT-PCR consumables and reagents for Pacific Public Health Surveillance Networks priority surveillance diseases
- Service and maintain SPC-supplied RT-PCR equipment
- Deploy AMR antibiogram database
- Create a dashboard for other laboratory services and LQMS assessment
- Provide HPV molecular testing
- Provide LQMS accessories, including ICT equipment

Pathways: DSK**Strategic Plan KFAs: 6****KRA 5:**

- Update the laboratory catalogue and laboratory human resource information
- Develop a standardised AMR database/antibiogram for PICTs' L1 laboratories
- Provide regular laboratory updates to focal points and health forums
- Develop the HPV testing situational analysis report

Programme/Projects: Health Systems Strengthening Programme**Pathways: C&I****Strategic Plan KFAs: 6****KRA 1:**

- Convene the Pacific Health Information Network (PHIN) regional, networks and development partners meetings
- Ensure that the strengthening of health information systems and development of digital health is on the agenda for high level meetings
- Provide technical advice and inputs to regional governance meetings and the development of frameworks
- Provide technical assistance to PICTs on the review, formulation, drafting of health information system (HIS)/ digital health (DH) plans, policies and implementation schedules
- Convene Pacific Network for Climate Change and Health (PNCCH) regional and partners meetings
- Provide technical support to strengthening climate resilient health systems through national CCH committees (CCH Steering Committee, Taskforce, Technical Working Group)
- Provide SPC's Climate Change and Health Strategy sensitisation process in countries and with partners

Pathways: C&I**Strategic Plan KFAs: 6****KRA 2:**

- Enhance effective engagement with PICTs and partners on health system priorities
- Strengthen/expand partnerships and collaborations with technical agencies and development partners
- Enhance PHD's capacity to support PICTs through continuous resource mobilisation
- Strengthen PICTs HIS performance, data quality and data generation activities
- Support PICTs to address their HIS/DH gaps and weaknesses through trainings and access to needed resources
- Enhance PICTs capacity to implement their COP26 commitments as a priority through the Alliance for Transformative Action on Climate and Health (ATACH) platform
- Support PICTs and PHD with trainings and meetings on CCH and climate sensitive health risks and outcomes
- Incorporate SPC in national and partner CCH committees

Pathways: PT**Strategic Plan KFAs: 6****KRA 3:**

- PICTs to develop and review health information system policies and strategic plans
- PICTs to review, develop and implement digital health strategy plans
- PICTs to develop information and digital systems frameworks and standards
- Support PICTs to develop guidance on climate-resilient and environmentally sustainable healthcare facilities
- Review existing CCH policies

Pathways: D&T**Strategic Plan KFAs: 3, 6****KRA 4:**

- PICTs have improved databases and HIS/DH platforms and tools
- National health information is improved with the supported integration of disparate platforms
- PICTs have improved mortality and morbidity systems, platforms and coding capabilities
- Climate-based dengue (and other CSDs) early warning systems are developed

Pathways: DSK

Strategic Plan KFAs: 6

KRA 5:

- Conduct HIS/DH reviews, such as gap analysis and assessments
- Support PICTs in using the findings of the reviews/assessments to inform and strengthen HIS
- Improve data collection, analysis and use for decision-making in health
- Work in collaboration with SDD on the integration of HIS and CRVS systems to improve, data and monitor health indicators (e.g. HIMF) and global indicators (e.g. SDGs)
- Data collection for climate-based dengue (and other CSDs) early warning systems

2024R	2025	PUBLIC HEALTH DIVISION	2026	2027
EXPENDITURE BUDGET				
1,141,796	1,025,126	Unrestricted (Core)	1,025,125	1,025,126
Restricted Programme				
3,751,341	2,867,079	Australia (DFAT)	1,667,086	1,838,168
414,414	407,752	New Zealand (MFAT)	246,358	245,893
4,165,755	3,274,831	Subtotal Restricted Programme	1,913,444	2,084,061
Restricted Project				
2,173,737	1,141,726	Australia (DFAT)	189,458	
357,199	653,716	European Union (EU)		
141,818		Fonds Pacifique		
492,012	798,108	New Zealand (MFAT)	600,000	600,000
124,370		US Department of State		
3,289,136	2,593,550	Subtotal Restricted Project	789,458	600,000
8,596,687	6,893,507	TOTAL EXPENDITURE BUDGET	3,728,027	3,709,187

Chapter 6

Human Rights and Social Development Division (HRSD)

HRSD leads SPC's work programme in the areas of human rights, gender equality, youth, disability, culture for development and social inclusion. Our vision is for just, equitable, resilient and sustainable Pacific Island societies, and we seek to achieve this by advancing human rights and good governance, gender equality and social inclusion, positive expressions of Pacific culture and underpinned by the people-centred approach.

HRSD aims to achieve the key objectives under its updated business plan 2021–2026 (version 1.1):

- Pacific governments and state institutions are strong, transparent and responsive for upholding and advancing human rights and good governance, gender equality, social inclusion, and positive expressions of Pacific culture.
- Pacific civil society is able to advocate for and realise human rights and good governance, gender equality, social inclusion, and the right to practise positive expressions of Pacific culture.
- Positive expressions of Pacific culture are safeguarded and promoted, and integrated across our work to support human rights, gender equality and social inclusion.
- SPC programmes and operations apply the people-centred approach and uphold and advances human rights and good governance, gender equality and social inclusion, and positive expressions of Pacific culture.
- HRSD works collaboratively, coherently and efficiently to deliver quality outcomes that uphold and advance human rights and good governance, gender equality and social inclusion, and positive expressions of Pacific culture.

Strategic alignment to SPC's Strategic Plan 2022–2031

HRSD aligns its interventions to two key focus areas (KFAs) of SPC's strategic plan, KFA 4, Equity, education and social development and KFA 7, Transforming institutional effectiveness. Details of HRSD's contributions to these KFAs are outlined below.

Divisional Objective 1. Pacific governments and state institutions are strong, transparent and responsive for upholding and advancing human rights and good governance, gender equality, social inclusion, and positive expressions of Pacific culture.

Alignment to KFAs: 1, 4, 6, 7

Divisional KRA 1.1: Evidence of laws, regulations and policies endorsed, adopted and implemented that comply with international standards and best practice (SPC SRF Policy to Action Pathway Outcome indicator 1)

- Number of legislation/regulations/policies developed or reviewed with HRSD's contribution (SPC SRF Policy to Action Pathway Output indicator 1)
- Number of duty bearers engaged in legislation/regulation/policy development (disaggregated) (SPC SRF Policy to Action Pathway Output indicator 2)
- Number of mechanisms established and/or strengthened for oversight of public resource and implementation of good governance or human rights (e.g. national mechanisms for implementation, reporting and follow-ups)
- Number of national human rights institutions (NHRI) established by law
- Number of Pacific NHRIs accredited or reaccredited

Divisional KRA 1.2: Evidence that national government departments or public institutions apply knowledge and data to inform decision-making, reporting, programme development, and tracking of impact (SPC SRF Capability and Influence Pathway Outcome Indicators 1 & 2; Innovation and Research Pathway Outcome Indicator 1)

- Number of departments or public institutions with enhanced organisational capacity to develop human rights and social development policies, practices and programmes and track impact (e.g., treaty reporting) (SPC SRF Capability and Influence Pathway Outcome Indicators 1 & 2)
- Number of regional and international sustainable development strategies and convenings advancing human rights and social development priorities (e.g. The International Commission of Jurists)
- Evidence that PICTs are using quality data and statistics to inform human rights, culture and social development policy and practice (SPC SRF Data, Statistics and Knowledge Pathway, Output Indicators 1 & 2)

Divisional Objective 2. Pacific civil society is able to advocate for and realise human rights and good governance, gender equality, social inclusion, and the right to practise positive expressions of Pacific culture.

Alignment to KFAs: 1, 4, 6, 7

Divisional KRA 2.1: Evidence of increase in knowledge, and practical application of technical assistance by civil society actors (SPC SRF Capability and Influence Outcome indicator 7)

- Number of people/civil society organisations (CSOs) accessing capacity building activities and implementing this learning by pathway, gender, age, traditional knowledge holders, other relevant target groups (SPC SRF Capability and Influence Pathway Output indicator 1)
- Number of rights holders meaningfully participating in decision-making spaces with HRSD's contribution (including women, youth and people with disability) (SPC SRF Policy to Action Pathway Output indicator 2)

Divisional KRA 2.2: Evidence that marginalised groups have access to specialised services and can influence decision-making

- Mechanisms to promote active participation in legislation/regulation/policy by gender, age, traditional knowledge holders, other relevant target groups (SPC SRF Outcome indicator 2)
- Number of accesses to services provided to marginalised groups
- Stories of change where marginalised groups participate in or influence decision-making
- Stories of change in social norms reflecting increased support and integration of gender equality and disability inclusion efforts
- Evidence of increased gender-responsive access to justice
- Number of schools promoting social citizenship education in formal curricula

Divisional Objective 3. Positive expressions of Pacific culture are safeguarded and promoted, and integrated across our work to support human rights, gender equality and social inclusion.

Alignment to KFAs: 4, 6, 7

Divisional KRA 3.1: Evidence of integration of Pacific cultures and traditional knowledge and promotion of culture inclusive approaches in policy and programmes (SPC SRF Innovation and Research Pathway Outcome 1)

- Number of regional and national strategies that prioritise and integrate culture and traditional knowledge of Pacific Indigenous Peoples and local communities (IPLCs)

Divisional KRA 3.2: Evidence that Pacific culture are advanced at various levels

- Number and type of engagements where Pacific culture is valued, protected and promoted, by level, organisation or community
- Stories of revitalisation of culture and positive change in promoting Pacific culture and traditional knowledge of IPLCs

Divisional KRA 3.3: Evidence that Pacific cultural and creative industries (CCIs) are supported at various levels

- Stories of change of cultural agencies, cultural producers and artists advancing Pacific CCIs

Divisional Objective 4. SPC programmes and operations apply the people-centred approach and uphold and advance human rights and good governance, gender equality and social inclusion, and positive expressions of Pacific culture.

Alignment to KFAs: 1, 2, 3, 4, 5, 6, 7

Divisional KRA 4.1: Evidence that HRSD-led approaches have strengthened cultural inclusion and rights across SPC divisional programming (SPC SRF KFA 7 Outcome indicator)

- Number and percentage of SPC staff participating in HRSD learning or receiving technical support by gender and age
- Number of enquiries to the social and environmental responsibility (SER) helpdesk
- Number of SPC standards, tools and systems supported by HRSD to incorporate best practices approaches
- Number and percentage of SPC divisions reporting improved ability to implement the people-centred approach
- Number of SPC policies and business plans that embed gender equality priorities, targets and resources
- Number of regional and national strategies and research publications that are contextualised and have culturally grounded approaches to human rights, culture and gender equality and social inclusion (GESI)

Divisional KRA 4.2: Evidence of SPC engagement with CROP and PICT leaders in advancing women's leadership, women's rights and equality across the regional architecture

- Principal Strategic Lead for Pacific Women and Girls support strategic and catalytic actions to advance gender equality efforts within SPC, CROP and PICTs
- Gender Equality Flagship is designed and implemented
- Domestic violence SOP for SPC is implemented
- Men as allies/advocates for gender equality/women in leadership activities conducted within SPC and CROP agencies
- Women in Leadership initiatives and awareness activities are conducted

Divisional Objective 5. HRSD works collaboratively, coherently and efficiently to deliver quality outcomes that uphold and advance human rights and good governance, gender equality and social inclusion, and positive expressions of Pacific culture.

Alignment to KFAs: 7

Divisional KRA 5.1: Proportion of interventions (projects/programmes) that are successfully delivered in full and on time (SPC SRF KFA 7 measures)

- Positive audit findings
- HRSD budget execution rate
- Compliance with SPC and donors financial and reporting requirements

Divisional KRA 5.2: Proportion of interventions (projects/programmes) that are successfully delivered in full and on time (SPC SRF KFA 7 measures)

- Evidence of preparation and delivery of strategic workforce planning process

2025 Key outputs – unrestricted (core) and restricted (programme) funding

Programme: Mainstreaming People-Centred Approach

Pathways: C&I

Strategic Plan KFAs: 1, 2, 3, 4, 5, 6, 7

Key outputs (unrestricted - core):

- Targeted support to promote rights-based approaches to participating countries, particularly to provide policy and technical advice to PICTs in fulfilling their human rights obligations as duty bearers and enhance capability extending to the support organisations and service providers, that will ultimately benefit the rights holders (i.e. individuals and communities)
- A people-centred approach is advocated for mainstreaming within SPC's divisions and other CROP agencies, ensuring people of all diversities are involved and given equal opportunity to actively participate in development planning, implementation, monitoring and results reporting
- Gender equality and EVAWG, culture for development, youth and disability programmes, are promoted within and outside of SPC through institutional strengthening of governments, CSOs and stakeholders
- Inclusive, coordinated, coherent and consistent (I3Cs) delivery approach is applied to ensure effective and efficient delivery of various advisory services (technical, policy, grants and capacity building)
- The key outputs for these interventions will be referenced to all divisional KRAs (from KRA1.1 to KRA 5.2)

Project: Strategic Human Rights and Social Development Interventions

Pathways: PTA

Strategic Plan KFAs: 1, 2, 3, 4, 5, 6, 7

Key outputs (restricted):

- Targeted support to promote rights-based approaches to participating countries and support or service institutions (i.e. CSOs)
- Targeted, adaptive and strategic management actions enforced in achieving HRSD development outcomes
- A people-centred approach is applied in the delivery of various advisory services (technical, policy, grants and capacity building)
- Various stakeholders (governments, CSOs and communities) capacitated and strengthened on human rights, culture, climate relevant approaches
- The key outputs for these interventions will be referenced to all divisional KRAs (from KRA1.1 to KRA 5.2)

Project: Strategic Human Rights and Social Development Interventions

Pathways: I&R

Strategic Plan KFAs: 1, 4

Key outputs (restricted):

- Capacity development, and associated services and opportunities for young people and emerging professionals are available
- Social citizenship education tested and promoted
- TokSave collaboration with the Australian National University
- Capacity building on gender data and statistics, and disability in the context of gender
- Capacity building and support for PICTs to fulfil treaty obligations (e.g. IMPACT OSS, Treaty Bodies), international climate advocacy through the International Court of Justice
- The key outputs for these interventions will be referenced to divisional KRA 1 to KRA 3

2024R	2025	HUMAN RIGHTS AND SOCIAL DEVELOPMENT	2026	2027
EXPENDITURE BUDGET				
1,326,331	645,210	Unrestricted (Core)	645,210	645,210
Restricted Programme				
1,151,386	1,585,788	Australian (DFAT)	150,472	
745,251	330,000	New Zealand (MFAT)	330,000	330,000
1,000,375	1,028,515	Sweden		
2,897,012	2,944,303	Subtotal Restricted Programme	480,472	330,000
Restricted Project				
7,409,037	8,357,871	Australian (DFAT)	15,098,076	
684,818	575,128	Organisation of African, Caribbean and Pacific States (OACPS)		
795,752	332,775	New Zealand (MFAT)		
5,809,056	4,464,504	USAID	2,634,430	
687,577		US Embassy		
15,386,240	13,730,278	Subtotal Restricted Project	17,732,506	
19,609,583	17,319,791	TOTAL EXPENDITURE BUDGET	18,858,188	975,210

Chapter 7

Statistics for Development Division (SDD)

SDD is the largest team in the Pacific contributing to official statistics other than in member countries' national statistical offices.

The Strategic Framework for Pacific Statistics 2022–2030 was approved by the Heads of Planning and Statistics in October 2023. The outcome in the framework is also the strategic objective of SDD:

"Strong Pacific Island statistics systems that meet local and global needs for evidence-based policy, planning and monitoring."

SDD provides pooled regional capacity and direct operational support for vital parts of the official statistics business process, including:

- survey questionnaires and sampling design;
- the Pacific definition and application of international standards and classifications of concepts, like occupation and merchandise trade;
- hosting and upkeep of data collection and dissemination servers and software;
- training of interviewers, supervisors and analysts in each survey or census cycle;
- processing of data;
- analysis and publication of reports; and
- archiving and disseminating data and indicators via PDH.stat (for regional and aggregate indicators) and the Pacific Microdata Library (for confidential unit record files from surveys and censuses).

These ongoing services from SDD are essential – and will remain so for the foreseeable future – to the region's core statistical collections, particularly but not only for Censuses and Household Income and Expenditure Surveys (HIES). These collections enable development partners, donors and everyone interested in the Pacific region to better understand population and demographic changes, gender equity, climate change impacts, economic issues and hardship and poverty in the Pacific. The same official statistics are vital to measure progress towards the Sustainable Development Goals (SDGs) and the many other regional and global reporting commitments entered by administrations in the region.

SDD is also the recognised regional statistical system leader. It is the primary coordinator and an important contributor of technical assistance for statistics in the region, statistical governance and its coordination and strategy. SDD additionally provides capacity building and advocacy for better use of data to achieve the SDGs, human rights and gender equality.

The work of SDD is divided into three work programmes:

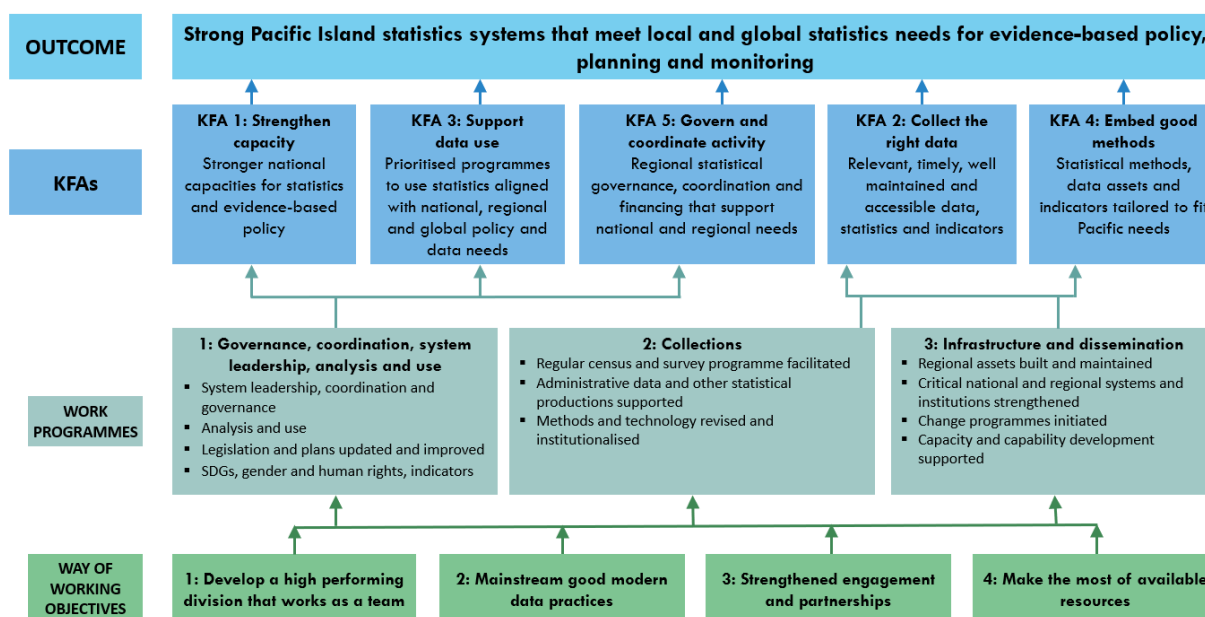
Programme of work	Key output areas (both restricted and unrestricted)
Governance, coordination, system leadership, analysis and use	<ul style="list-style-type: none"> • System leadership and governance • Analysis, dissemination and use • SDGs, gender, disability, human rights and national and regional indicators
Collections	<ul style="list-style-type: none"> • Regular survey and census programme • Administrative data and other productions • Methods and technologies tested and institutionalised
Infrastructure and dissemination	<ul style="list-style-type: none"> • Regional assets built and maintained • Critical national and regional systems and institutions strengthened • Change programmes initiated and supported through implementation • Capacity and capability development supported

The division also has 17 organisational or Ways of Working objectives, structured as below:

- **SDD Way of Working:** 1. Develop a high performing division that works as a team.
- **SDD Way of Working:** 2. Mainstream good modern data practice.
- **SDD Way of Working:** 3. Strengthened engagement.
- **SDD Way of Working:** 4. Make the most of our resources.

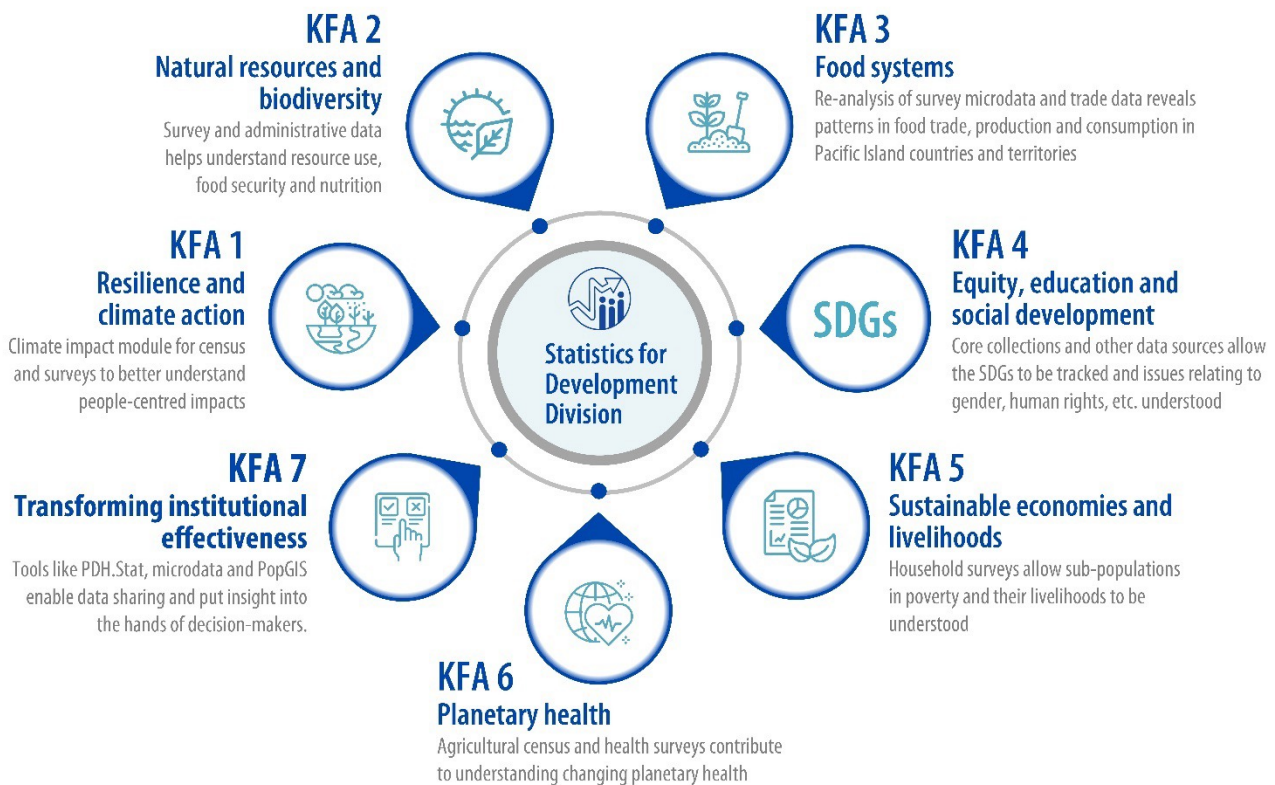
The SDD Business Plan (see **Figure 3**) shows how these three work programmes and four ways of working contribute to the five key focus areas (KFAs) in the *Strategic Framework for Pacific Statistics 2022–2030* and ultimately to the outcome of that framework, SDD’s strategic objective.

Figure 3: SDD work programme contributions to KFAs from the SDD business plan



Strategic alignment to SPC’s Strategic Plan 2022–2031

The work of SDD directly implements the second pathway from SPC’s Strategic Plan 2022–2031: data, statistics and knowledge. Through its support of national statistics systems and the core collections such as census and household surveys, SDD contributes to each of SPC’s KFAs by making possible fundamental information such as the size, characteristics and location of populations. However, for each KFA, the data produced by Pacific Island countries and territories (PICTs) with SDD support, contributes in a more specific manner too – current examples are shown in **Figure 4**.

Figure 4: Examples of SDD work contributions to multiple KFAs via the data, statistics and knowledge pathway

SDD is a key contributor to SPC's KFA 7, transforming institutional effectiveness, through multiple pathways but particularly policy to action and data, statistics and knowledge. For example, SDD coordinates the Heads of Planning and Statistics biennial meeting, and supports improved national statistical systems and integrated data, evidence and planning.

While SDD's work is particularly focused on the data, statistics and knowledge pathway, each of the other four pathways in SPC's strategic plan are also of importance. SDD leads and facilitates innovation and research in data collection methodologies. SDD has an important role in digitalisation and technology – for example over the past ten years there has been a gradual programme of replacing pen and paper interviewing with computer-assisted personal interviewing, a programme of change that continues to be led and supported by SDD. The capability and influence pathway is critical to all SDD's work; for example, support to core collections processing and analysis for national statistical offices always comes with training and capability building components.

2025 Key outputs – unrestricted (core) and restricted (programme) funding

No distinction is made here between the source of funding (core and restricted); each activity below should be regarded as being funded partly by both sources.

Figure 3 showed how the programmes of work each contribute to SDD's KFAs for statistics in the region. For consistency of terminology, the SDD business plan adopts those five KFAs as its own KRAs. In the table below we show greater granularity by selecting the single KRA from the SDD business plan that is most impacted on by each key output.

SDD Programme of Work: 1. Governance, coordination, system leadership, analysis and use**Most relevant pathway: DS&K****SPC Strategic Plan KFAs: 1, 3, 4, 5, 6, 7****Key outputs:****1.1: System leadership and governance**

1.1.1: Lead, coordinate and administer the regional statistics governance framework (the Heads of Planning and Statistics (HOPS), Pacific Statistics Steering Committee (PSSC), Pacific Statistics Methods Board (PSMB), Development Partners Group (DDPG) and Brisbane Accord Group (BAG) under the overall guidance of the Forum Economic Ministers Meeting (FEMM), including technical input, secretariat support for each of those five bodies, leading or guiding the drafting of agendas and supporting papers, convening of meetings and communication between meetings. KRA 5

1.1.2: Report annually on strategically significant statistics issues to FEMM. KRA 5

1.1.3: Lead the development or updating of the National Strategy for Development of Statistics (or equivalent statistics plan) with interested PICTs. KRA 3

1.1.4: Coordinate technical assistance and capacity building efforts among partners. KRA 5

1.1.5: Promote and encourage the use of peer-to-peer technical support between countries to enhance data collection, documentation, packaging, analysis, compilation and dissemination and access. KRA 5

1.2: Analysis and use

1.2.1: Produce analytical and knowledge products on topical issues or tailored to user needs and requests based on available data, particularly those where SDD has been involved in their collection. KRA 1

1.2.2: Lead and partner in training, workshops, advice and other capacity building for members of national statistical offices, statistical system agencies, planning and policy agencies and other data users on analysis, interpretation and use of official statistics and of data in general. KRA 1

1.2.3: Showcase SDD data products and services through advocacy targeted at national administrations and policy analysts, universities, think tanks, regional meetings and within SPC; and advocate for increased use of data, including microdata, for policy and research. KRA 1

1.2.4: *Deliberately omitted as not currently funded.*

1.2.5: Build on the 2017 User Focus Project to develop and implement a plan for regular user feedback on statistical dissemination that can feed into the improvement of PDH.stat, Microdata Library, the SDD website and other channels and ensuring that 'users' and 'user needs' are defined broadly and not limited to those currently in place. KRA 3

1.2.6: Lead the work on a people-centred approach to monitoring progress through the data, statistics and knowledge pathway identified in the SPC strategic plan and provide support to other pathways as appropriate. KRA 3

1.3: SDGs, gender and human rights, climate change and indicators

1.3.1: Provide leadership on data compilation and dissemination to the Pacific Sustainable Development Goals Taskforce and other such regional bodies responsible for monitoring progress against regional commitments. KRA 3

1.3.2: Work with Pacific Islands Forum Secretariat (PIFS) and SDG Working Group members to support member countries with their voluntary national reviews, the quadrennial Global Sustainable Development Report and other regional reports. KRA 2

1.3.3: Compile SDG and other regional/global indicator data from national and other sources, as necessary, and feed into user-friendly SDG products, including SDG dashboard, progress charts and the regional/global databases. KRA 2

1.3.4: Establish, populate and update a gender and human rights indicator dataflow and dashboard/s within PDH that provides a broad view of gender and human rights statistics. KRA 4

1.3.5: Support PICT members to define, localise, compile and improve the production of climate change and environmental statistics. The initial focus will be on measuring social impact of and vulnerability to climate change using household survey data. KRA 3

1.3.6: Collaborate with and provide technical input into other divisions at SPC working on cross-cutting topics, and strategic plan pathways, including gender, food security, health, nutrition, climate change, environment and education, to disseminate relevant data and to support SPC's programmatic and people-centred approach. KRA 2

SDD Programme of Work: 2. Collections and methodology

Most relevant pathway: DS&K

Strategic Plan KFAs: 1, 3, 4, 5, 6, 7

Key outputs:

2.1: Regular survey and census programme

2.1.1: Oversee and coordinate a rolling five-year collection plan, report on progress to HOPS and the Pacific Statistics Standing Committee, and use the plan to inform the PSMB work programme and other regional planning. KRA 5

2.1.2: Provide ongoing technical support for core collections, ensuring priority is given to smaller PICTs. Technical support includes planning and budgeting, cartography, sampling, questionnaire design, build and testing, training for interviewers and their supervisors, processing and readying data for analysis, documentation, packaging and dissemination and reporting. The core collections supported in this way are:

- HIES, in partnership with World Bank, Food and Agriculture Organization (FAO), International Labour Organization (ILO) and others; &
- Population Census in partnership with United Nations Population Fund (UNFPA) and others. KRA 2

2.1.3: Provide targeted technical support to other surveys including Multi Indicator Cluster Surveys; disability, demographic and health surveys; labour force surveys; Agriculture Census; rapid assessment surveys, as well as telephone surveys; on a full cost recovery principle wherever possible. KRA 2

2.1.4: Provide technical support for implementation of climate change household surveys. KRA 2

2.1.5: Provide technical support for climate change data collection needs other than household surveys. KRA 2

2.1.6: Lead ongoing modernisation of survey processing and analysis including automation and better integration with PDH.stat. KRA 4

2.1.7: Lead and, or partner in statistical training programmes on all aspects relating to census and surveys, data documentation, processing, analysis and dissemination. KRA 4

2.2: Administrative data and other productions

2.2.1: Collaborate with the Pacific Financial Technical Assistance Centre (PFTAC) and other economic statistics agencies to ensure there is a well-coordinated technical support programme on economic statistics. KRA 2

2.2.2: Provide ongoing technical support, training, packaging and analysis to assist national efforts to improve and maintain the quality of economic statistics, especially trade and prices. KRA 2

2.2.3: Continue working with Brisbane Accord Group partners to ensure technical support for civil registration and vital statistics (CRVS) is well coordinated. KRA 5

2.2.4: Provide ongoing technical support, training, packaging and analysis to assist national efforts to improve and maintain the quality of CRVS. KRA 2

2.3: Methods and technology revised and institutionalised

2.3.1: Lead technical input into the work programme of the PSMB and engage with relevant technical partners to ensure they adopt agreed standardised methodologies, systems and processes. KRA 4

2.3.2: Guided by the PSMB, manage and/or implement experimentation in sampling, questionnaire, processing, analysis or administrative data methods. KRA 4

2.3.3: Maintain and update, as required, the Pacific regional classifications for commodities, occupations, industry and individual consumption, ensuring the classifications are fit for purpose and appropriate for use in the Pacific, including by small island states. KRA 4

2.3.4: Lead innovations and experiments in the use of non-survey administrative data sources for official statistics or broader data purposes, including register-based census, mobile phones, electronic transactions and satellite imagery. KRA 4

SDD Programme of Work: 3. Statistical infrastructure and dissemination

Most relevant pathway: DS&K

Strategic Plan KFAs: 1, 2, 3, 4, 5, 6, 7

Key outputs:

3.1: Critical systems

3.1.1: Host, maintain, promote and expand the PDH.stat database within the Pacific Data Hub, including coverage of all key indicators from national statistical offices' household surveys and censuses and increased coverage of third-party estimates and databases (e.g., population or income projections by different agencies, and indicator sets for regional and global reporting commitments). KRA 4

3.1.2: Host Survey Solutions servers (data collection software to support computer-assisted interviewing) and provide support for their programming and use as needed to support member countries conducting census and surveys. KRA 4

3.1.3: Host, maintain and expand the Pacific Microdata Library; encourage and manage its use, including applications and streamlining of procedures and licensing; keep metadata documentation curated according to international standards; align policy and protocols to the emerging SPC Data Governance Framework; and ensure all SDD-supported surveys are incorporated. KRA 4

3.1.4: Develop, host and maintain regional databases within PDH.stat for processing and analysis of official statistics (e.g. for a regional trade database compiling merchandise trade and customs data). KRA 4

3.1.5: Host and maintain PopGIS, develop and implement options for modernisation and improvements, including migration to the Pacific Data Hub, integration with Digital Earth, or other possibilities). KRA 4

3.2: Change programmes

3.2.1: Collaborate with other agencies (e.g., World Bank and UN agencies, Economic and Social Commission for Asia and the Pacific [ESCAP]) to identify areas for alignment, exchange information and technical support in disseminating Pacific statistics. KRA 4

3.2.2: Support member countries to improve national data and information dissemination through their websites. KRA 2

3.2.3: Provide ongoing technical support and training to assist national efforts to undertake geospatial mapping of census and survey data. KRA 2

3.2.4: Lead and, or partner in statistical training programmes on data compilation and dissemination, including modernisation of processing, analysis and visualisation. KRA 2

3.2.5: Support the standardisation of data over time and among member countries' datasets. KRA 2

3.2.6: Work with national statistical offices and systems to identify data modernisation opportunities. KRA 2

3.2.7: Support implementation of a regional dissemination strategy for statistics in partnership with other development partners, including through support to member countries in establishing national dissemination strategies as requested and refreshing the *Pacific Regional Data Dissemination Strategy* at an appropriate time. KRA 4

2024R	2025	STATISTICS FOR DEVELOPMENT DIVISION		2026	2027
EXPENDITURE BUDGET					
1,268,900	1,172,695	Unrestricted (Core)		1,268,035	1,268,035
Restricted Programme					
1,068,184	1,483,972	Australia (DFAT)		1,704,193	1,894,726
323,308	269,277	New Zealand (MFAT)		280,712	291,940
1,391,492	1,753,249	Subtotal Restricted Programme		1,984,905	2,186,666
Restricted Project					
14,935		Plan International Australia			
25,073		Project Funds - Multi Donors			
61,019	154,296	University of Wollongong		18,856	
83,887		Vital Strategies			
1,319,438	1,442,437	World Bank			
1,504,352	1,596,733	Subtotal Restricted Project		18,856	
4,164,744	4,522,677	TOTAL EXPENDITURE BUDGET		3,271,796	3,454,701

Chapter 8

Climate Change and Environmental Sustainability (CCES)

CCES is both a cross-cutting programme and a service centre for divisions and members on climate change (CC) and KFA 1, Resilience and climate action. Its overall goal is to provide:

- organisation-wide leadership, coordination and technical oversight of SPC's CC programmes and activities;
- thought leadership on issues relating to CC and environmental and social sustainability; and
- programme management of integrated resilience projects, and support for accessing climate finance.

SPC is committed to bringing together our deep sectoral expertise, research, relationships and implementation experience into integrated programmes. These programmes accelerate our efforts to address the challenges and opportunities facing the Blue Pacific in the 21st century, and work together with our members and achieve impact for Pacific people.

The threat of climate change requires SPC to develop a whole-of-organisation response to this critical regional challenge. SPC has taken a more strategic and integrated approach to climate change, through the deployment of a Climate Change Flagship Programme (CCFP) to enhance climate change services and capability in a more wholistic, strategic and cohesive manner.

CCES is currently facilitating the development and implementation of the CCFP. CCES aims to strengthen implementation of member countries' initiatives in this area through enhancing the delivery of climate action across four dimensions of climate change action (adaption and resilience; mitigation and just transition; loss and damage and climate security; and climate finance) underpinned by four crucial enablers (leveraging additional climate finance; policy support, advocacy and leadership; climate science and modelling; science, information and monitoring reporting, and verification, resourcing and collaboration). This work provides information, inputs and technical advice to Pacific parties to the UNFCCC. It also provides adequate climate change rationales for funding proposal development to design relevant climate action internally as with external partners.

CCES business plan key result areas (KRAs):

KRA 1: Integrated resilience demonstrated.

KRA 2: Access to climate finance and readiness support to countries enhanced.

KRA 3: Environmental and social safeguards established and implemented at SPC.

KRA 4: Technical support provided to divisions on CC and environmental sustainability (ES) issues.

KRA 5: Strategic support and coordination of SPC CC and ES visibly displayed.

KRA 6: Inputs contributed into regional efforts of partners and countries in CC and ES issues.

Strategic alignment to SPC's Strategic Plan 2022–2031

As CCES is developing an SPC-wide integrated approach to climate change through the CCFP, the divisional objectives and KRAs stated below are in the process of being redefined. CCFP aims to raise the profile of SPC's climate change action and related resilience work, and to progress it in a manner consistent with the level of ambition and support from members while leveraging the commensurate resources to support this. Based on an extensive stocktake, a regional synthesis report and institutional and member wide consultation, SPC has articulated its climate change-related work going forward in the draft Climate Change Flagship Design Document. This document is being socialised through subregional consultations and outreach to other CROP agencies. This aligns directly to the implementation of KFA 1, which is at the centre of SPC's strategic plan and should also help to define SPC's value add more clearly to the region and its complementarity with the capability and services of other regional architecture supporting our members.

Divisional Objective 1. To enhance capacity of countries and territories to address climate change and build resilience.

Alignment to KFAs:

- 1, 2, 3, 5 KRA 1:** Integrated resilience demonstrated.
1, 7 KRA 2: Access to climate finance and readiness support to countries enhanced.

Divisional Objective 2. To enhance SPC's climate and environmental accountability.

Alignment to KFAs:

- 1, 2, 4, 7 KRA 3:** Environmental and social safeguards established and implemented at SPC.
1, 4, 7 KRA 4: Access to climate finance and readiness support to countries enhanced.
1, 2, 7 KRA 5: Strategic support and coordination of SPC CC and ES visibly displayed.

Divisional Objective 3. To enhance SPC's contribution to the regional and international collaborative effort to address climate change.

Alignment to KFAs:

- 1, 7 KRA 6:** Inputs contributed into regional efforts of partners and countries in CC and ES issues.

2025 Key outputs – selected restricted project funding

Pillar/Section/Programme: Regional Pacific NDC Hub (under GIZ + UK FCDO +MFAT)

Business plan KRAs: 6

Pathways: PTA, C&I

Strategic Plan KFAs: 1, 7

- Host the NDC Hub implementation unit and operationalise the financing agreements
- Successful transition of the leadership of the NDC Hub to SPC
- Support the implementation of activities on member countries' requests, from focusing on the mainstreaming of climate mitigation and adaptation activities and future revision of their NDCs, while considering gender aspects
- Implement projects and strengthen capacities in Kiribati, Palau, RMI, Niue, and Papua New Guinea in 2024 and implement additional projects as identified during start of Phase 4 (September 2024)
- Support the UNFCCC Pacific participation through information sharing and technical advice

Pillar/Section/Programme: New Zealand programme funding (2020–2024)**Business plan KRAs: 4, 5, 6****Pathways: PTA, DSK, C&I, I&R****Strategic Plan KFAs: 1**

- Support the mainstreaming of CCES work throughout SPC's divisions and contribute to the proper implementation of SPC's CC programming
- Develop multisectoral responses to CC through the coordination of projects and initiatives (e.g., Pacific NDC Hub and Kiwa Initiative)
- Strengthen technical and scientific knowledge
- Contribute to the development of the CC flagship, an SPC-wide integrated programme

Pillar/Section/Programme: Kiwa Initiative**Business plan KRAs: 6****Pathways: C&I, I&R, PTA, DSK****Strategic Plan KFAs: 1, 2, 7**

- Enhance the capacities of PICTs and SPC divisions to access Kiwa Initiative funding through targeted training and support
- Identify, develop and implement regional projects that address climate change adaptation through nature-based solutions (NbS)
- Build and strengthen the capacities of eligible PICTs to develop, manage and monitor NbS projects, and mainstream NbS as a tool for climate change adaptation and development
- Coordinate the technical assistance component effectively and disseminate results and lessons learned to stakeholders

Pillar/Section/Programme: Promoting Pacific Islands Nature-based Solutions (PPIN)**Business plan KRAs: 6****Pathways: C&I, I&R, PTA, DSK****Strategic Plan KFAs: 1, 2, 7**

- Conduct capacity and needs assessments for key stakeholders, including technical design of effective NbS interventions, application of the Global Standard for NbS, or NbS policy development
- Develop and roll out contextualised training and capacity-building materials and courses, including the application of the Global NbS Standards, based on the identified needs
- Set up sector-specific communities of practice for coordination and collaboration, enabling the sharing of information, best practices and lessons learned

Pillar/Section/Programme: Climate Change Flagship programme (MFAT anchor investment)

Business plan KRAs: 1, 2, 3, 4, 5, 6

Pathways: C&I, I&R, PTA, DSK, D&T

Strategic Plan KFAs: 1, 2, 3, 4, 5, 6, 7

- Development and implementation of the Climate Change Flagship Programme
- Scaled-up adaptation and resilience action and capability
- Scaled-up mitigation action and capability
- Greater understanding and addressing of Pacific-specific loss and damage
- Scaled-up climate and resilience finance and leveraging capability
- Strengthened enabling environment: international climate change negotiations, training and preparation; monitoring, reporting and verification; and climate data for decision-making

Pillar/Section/Programme: Improving Pacific Access to Climate Finance (MFAT)

Business plan KRAs: 2

Pathways: PTA, C&I

Strategic Plan KFAs: 1

- Enhance Climate Finance Unit resources
- Develop projects for funding approvals
- Develop outreach with the Green Climate Fund (GCF) and other sources of climate finance
- Collaborate with other accredited entities, delivery partners or implementing entities

Pillar/Section/Programme: GCF Regional Readiness

Business plan KRAs: 2

Pathways: PTA, C&I

Strategic Plan KFAs: 1

- National Designated Authorities (NDA) staff trained on GCF readiness proposal development
- High quality ESS (environmental and social safeguards)-, GESI (gender equality and social inclusion)- and MEL (monitoring, evaluation and learning)-related GCF documentation
- ESS, GESI and MEL guidance documentation and procedures operational, to guide future project formulations and act as a reference tool for new staff or consultants hired post RRG completion
- Technical assistance provided to perspective direct access entities (DAEs) on accreditation applications and readiness proposals
- Technically sound and high-quality funding proposals with all necessary supporting documentation and studies submitted

Pillar/Section/Programme: FSM Readiness 3**Business plan KRAs: 2****Pathways: PTA, C&I****Strategic Plan KFAs: 1**

- NDA office capacity is maintained and strengthened to enable effective implementation and monitoring of the country programme (CP)
- The Sustainable Development Council and GCF state focal points oversee implementation of the CP and are up to date on the latest GCF policies and requirements
- Improved policy and regulatory frameworks to guide climate action
- Knowledge-sharing forums established to enhance DAEs capacity to develop projects and maintain accreditation standards
- A centralised climate database implemented between the Department of Environment, Climate Change and Emergency Management (DECEM) statistics department, NDA office, DAEs
- High-quality concept notes finalised in alignment with the CP

Pillar/Section/Programme: GCF Integrated Results Management Framework (IRMF) Readiness**Business plan KRAs: 2****Pathways: PTA, C&I****Strategic Plan KFAs: 1**

- Capacity needs assessment conducted, and relevant training delivered for monitoring and reporting of the new indicators in the IRMF

Pillar/Section/Programme: FSM Enhanced Direct Access (EDA) AE Fees**Business plan KRAs: 2****Pathways: PTA, C&I****Strategic Plan KFAs: 1**

- Programme oversight, management, supervision and implementation of the FSM EDA programme
- Programme completion and evaluations for the FSM EDA programme
- Reporting for the FSM EDA programme

Pillar/Section/Programme: AF PNG Activities**Business plan KRAs: 2****Pathways: PTA, C&I****Strategic Plan KFAs: 1**

- Climate-proofed small-scale agricultural production
- Climate-resilient access to markets
- Capacity building and knowledge management for scaling-up climate-resilient agriculture practices

Pillar/Section/Programme: AF PNG IE Fees

Business plan KRAs: 2

Pathways: PTA, C&I

Strategic Plan KFAs: 1

- Policy support, portfolio management, reporting, outreach and knowledge sharing for the PNG project
- Project preparation and management oversight, implementation reports supervision and project completion and evaluation oversight for the PNG project

Pillar/Section/Programme: AF Nauru Activities

Business plan KRAs: 2

Pathways: PTA, C&I

Strategic Plan KFAs: 1

- Strengthened institutional structures from national to community levels to enable integrated climate resilience implementation in the coastal fisheries and aquaculture sectors
- Improved food security and nutrition through increased farmed fish supply, adaptive capacity and income of aquaculture operators; and reduced pressure on climate-vulnerable coastal and reef ecosystems
- Increased resilience of ecosystems and adaptive capacity of communities through the availability of data and knowledge sharing mechanisms for adaptation planning and environmental protection

Pillar/Section/Programme: AF Nauru IE Fees

Business plan KRAs: 2

Pathways: PTA, C&I

Strategic Plan KFAs: 1

- Policy support, portfolio management, reporting, outreach and knowledge sharing for the AF Nauru project
- Project preparation and management oversight, implementation reports supervision and project completion and evaluation oversight for the AF Nauru project

Pillar/Section/Programme: PACRES

Business plan KRAs: 1

Pathways: PTA

Strategic Plan KFAs: 1

- Closure of the projects funded under the PACRES grants facility
- Assistance to the other grantees for the closure provided on a case-by-case basis

Pillar/Section/Programme: PROTEGE**Business plan KRAs: 1****Pathways: C&I, I&R, PTA, DSK, D&T****Strategic Plan KFAs: 1**

- Viable agroecological systems are validated technically and then shared, and barriers to organic agriculture are removed
- An integrated forestry, agroforestry and coconut-grove management policy is developed and implemented
- Agroecological, forestry and coconut-grove products are promoted
- Aquaculture techniques that are sustainably integrated into natural settings and suited to island economies are trialled and implemented at pilot scales and then transferred to the rest of the Pacific
- Participatory management and integrated planning of exploited fisheries resources are continued and strengthened
- Fisheries and aquaculture products are developed as part of a sustainable development approach
- Water and aquatic environments are protected, managed and restored
- Resilience to water-related natural and man-made risks is strengthened
- Cooperation between both the OCT and ACP countries is strengthened through operational, coordination and support mechanisms

Pillar/Section/Programme: Loss and Damage Danish project**Business plan KRAs: 2, 5, 6****Pathways: DSK, D&T****Strategic Plan KFAs: 1**

- The hiring of the project team, including the project coordinator, project assistant, finance officer (shared services) and survey officer (SDD)

2025 Key outputs – unrestricted project funding**Pillar/Section/Programme: core**
SPC's social and environmental responsibility**Business plan KRAs: 3****Pathways: PTA, I&R, C&I****Strategic Plan KFAs: 1, 2, 4, 7**

- Supervised coordination of the Social and Environmental Responsibility Action Plan implementation under three pillars: People, Operations and Programmes, across all SPC divisions

Pillar/Section/Programme: core
Support CCES executive and core positions**Business plan KRAs: 6****Pathways: C&I****Strategic Plan KFAs: 1**

- Provide support and technical assistance to SPC members to fulfil their obligations under UNFCCC and other UN conventions, in coordination with other relevant agencies, in particular SPREP, PIFS, USP, FFA and PIDP
- Support for SPC's participation in international events in 2025

Pillar/Section/Programme: core Support CCES core positions

Business plan KRAs: 4

Pathways: I&R

Strategic Plan KFAs: 1

- Provide full support to SPC's divisions and member countries for their CC commitments
- Develop and operationalise new projects

2024R	2025	CLIMATE CHANGE AND ENVIRONMENTAL SUSTAINABILITY DIVISION	2026	2027
EXPENDITURE BUDGET				
737,623	905,576	Unrestricted (Core)	931,579	997,316
Restricted Programme				
5,273,549	6,316,749	New Zealand (MFAT)	4,665,290	569,793
5,273,549	6,316,749	Subtotal Restricted Programme	4,665,290	569,793
Restricted Project				
228,053	230,442	France (AFD)		
501,740	1,683,925	Danish Ministry of Foreign Affairs (Danish MoFA)	1,493,179	1,329,846
5,889,290	160,747	European Union (EU)		
530,604		GIZ (Germany)		
145,846	350,627	Green Climate Fund (GCF)	200,787	228,761
53,121	207,834	IUCN	124,845	
594,987	104,879	New Zealand (MFAT)	13,247	10,349
819,626		RMI Rocky Mountain Institute		
382,415	1,063,704	The Adaptation Fund Board	1,578,125	1,731,297
688,779	1,699,178	UNOPS (GCF)		
9,834,461	5,501,336	Subtotal Restricted Project	3,410,183	3,300,253
15,845,633	12,723,661	TOTAL EXPENDITURE BUDGET	9,007,052	4,867,362

Chapter 9.1

Director-General's Office and Deputy Directors-General

Programme/Section: Director-General's Office

The Director-General (D-G) has full responsibility and authority to lead and manage SPC within the guidelines and policies established by the Conference of the Pacific Community and CRGA, in support of SPC's mission:

To progress all Pacific peoples' rights and well-being through science and knowledge, guided by our deep understanding of Blue Pacific contexts and cultures.

Goals and objectives

The D-G is accountable to Conference and CRGA, and responsible for advancing SPC's vision and strategic plan. The D-G is responsible for ensuring the organisation is focused on its long-term goals, while navigating complex issues and opportunities for growth.

Strategic alignment to SPC's Strategic Plan 2022–2031

The D-G's work provides strategic oversight of all efforts of the organisation towards implementation, monitoring and reporting on the strategic plan. It plays a critical role in guiding the integrated programming and sustainable resourcing of the organisation. The D-G works closely with senior leadership to foster a One SPC approach in support of the vision for the 2050 Strategy for the Blue Pacific Continent, a region of peace, harmony and prosperity, where all Pacific people can lead free, healthy and productive lives.

2025 Key outputs – unrestricted (core)

Pathways: PTA	Strategic Plan KFAs: 7
<p>Key outputs:</p> <ul style="list-style-type: none">• Provide clear vision and strong leadership of SPC• Ensure effective organisational policy, structure and development• Pursue financial security and ensure the security of organisational property• Manage governing body meetings and annual reporting• Support and advise on national, regional and international policy dialogue specifically related to the Framework for Pacific Regionalism, 2030 Agenda for Sustainable Development and 2050 Strategy for a Blue Pacific Continent• Work to ensure limited financial exposure of the organisation	
Pathways: C&I	Strategic Plan KFAs: 7
<p>Key outputs:</p> <ul style="list-style-type: none">• Effectively manage the staffing of the organisation, including oversight of the appointment and management of staff• Strengthen member relations and relationships with development partners• Strengthen collaboration and coordination with the regional architecture• Lead the organisation in strengthening its commitment to, and role in, delivering services to members and regional development• Foster an efficient and effective secretariat• Ensure the organisation meets the expectations of members• Manage key donor relationships	

2024R	2025	DIRECTOR-GENERAL	2026	2027
EXPENDITURE BUDGET				
1,450,330	1,616,633	Unrestricted (Core)	1,434,796	1,434,796
Restricted Project				
482,014	378,382	Australia (DFAT)	203,704	
482,014	378,382	Subtotal Restricted Project	203,704	
1,932,344	1,995,015	TOTAL EXPENDITURE BUDGET	1,638,500	1,434,796

Chapter 9.1.1

Director-General's Office and Deputy Directors-General

Programme/Section: Internal Audit and Risk (IAR) unit

The IAR unit is an integral part of the Secretariat's corporate governance framework. IAR provides an independent, systematic and objective approach to evaluate and improve the effectiveness of the organisation's internal controls, risk management and governance processes.

Strategic alignment to SPC's Strategic Plan 2022–2031

The IAR function assists SPC to achieve its strategic objectives, by ensuring the effectiveness of the systems and processes that support resource use and programme delivery.

2025 Key outputs – unrestricted (core)

Pathways: C&I	Strategic Plan KFAs: 7
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Key outputs:

- IAR will continue to implement a rolling risk-based audit and assurance plan, over the next three years
- Lead and facilitate risk management initiatives across SPC
- Identify audit issues and areas of risk, and accordingly provide advice to the Audit and Risk Committee (ARC) and management
- Communicate audit issues, areas of risk and the strategies to address them, to the relevant sections of the organisation
- Coordinate ARC meetings and reports, at least three times a year, managing the provision of secretariat services to the committee

2024R	2025	INTERNAL AUDIT	2026	2027
EXPENDITURE BUDGET				
417,923	423,908	Unrestricted (Core)	454,205	458,902
417,923	423,908	TOTAL EXPENDITURE BUDGET	454,205	458,902

Chapter 9.2

Director-General's Office and Deputy Directors-General

Programme/Section: Deputy Director-General Operations and Integration

The Deputy Director-General Operations and Integration (DD-G O&I) provides executive-level leadership and management to the organisation's Operations and Management Directorate (OMD) across all locations, SPC's regional offices based outside of the Noumea headquarters and Suva campus and the Partnerships, Integration and Resource Mobilisation Office (PIRMO).

The DD-G O&I has a critical role in ensuring OMD is focused on improving the effectiveness of systems, policies and management to provide high-quality, customer-oriented corporate and support services, enabling operational compliance and supporting SPC staff. As the Secretariat's General Counsel, the DD-G O&I also leads and manages SPC's internal legal functions and provides governance and legal support to the organisation.

As the executive responsible for SPC's partnership, integration and resource mobilisation functions, the DD-G O&I leads the development, management and monitoring of multi-year partnerships with Australia, New Zealand and France. In addition, in close collaboration with the D-G, DD-G Science and Capability (DD-G S&C) and divisions, the DD-G O&I coordinates the resource mobilisation strategy, and engagement with current/new development partners to enhance outreach, broaden the donor base and mobilise resources in support of SPC's relevance, financial sustainability and development effectiveness. The DD-G O&I is also the executive focal point for SPC's francophone members (France, French Polynesia, New Caledonia and Wallis and Futuna), the United States of America and the European Union's overseas countries and territories office.

The DD-G O&I is responsible for the development of coordinated country and integrated programming across SPC, supporting cross-cutting, integrated programmes and projects to meet the needs of the region and, in close collaboration with the DD-G S&I and divisions, ensure SPC's science capability is deployed to achieve maximal impact for members and development partners.

In support of the D-G, the DD-G O&I, together with the DD-G S&C, has an important role in representing SPC, ensuring coordination across the organisation, fostering a One SPC approach and culture and leading change and reform.

Goals

- Improved organisational systems and processes contributing to a more engaged and committed staff, enhanced organisational support services, improved financial management and risk management and better service delivery.
- Cross-organisational collaboration and coordination across all programme areas to meet SPC's strategic objectives.
- Enhanced country engagement and programming to respond to country needs in a coordinated and, where appropriate, integrated manner.
- Effective management and strengthening of existing partnerships, development of new partnerships and increased funding in support of SPC's strategic objectives.

Objectives (Alignment to KFA 7):

- **KRA D:** Close collaboration with the executive and senior leadership team to further SPC's strategic objectives.
- **KRA D:** Provision of executive leadership, vision and management for OMD, SPC's regional offices (Melanesia, Micronesia, Polynesia, Paris outpost) and PIRMO functions across SPC.
- **KRA D:** Maintenance and building of excellent relationships with relevant stakeholders, in particular SPC member countries and territories, development partners and other actors, including regional and international agencies, philanthropic entities and multilateral funds.
- **KRA D:** Effective representation of SPC at national, regional and international forums.
- **KRA D:** Development and implementation of high-quality integrated programmes and country programmes.
- **KRA C and F:** Continuous improvement of OMD services to maximise the efficiency, coordination and effectiveness of SPC's work and service delivery.
- **KRA D and G:** Broadening of the donor base and strengthened financial sustainability of SPC.
- **KRA H:** Provision of legal advice to the Secretariat, improved internal governance and compliance with operational policies and legal requirements.

Strategic alignment to SPC's Strategic Plan 2022–2031

2025 Key outputs – unrestricted (core)

Pathways: C&I	Strategic Plan KFAs: 7
<ul style="list-style-type: none"> • KRA D: Strategic leadership as part of the executive, including promoting a single organisational culture across SPC's multiple locations and embedding the new functional structure at the DD-G level. • KRA D: Maintenance of strong partnership relationships with Australia, New Zealand, France and the EU, including strategic foresight and advice. • KRA D: Consolidation of existing partnerships with key members and development partners, and development of new partnerships for the benefit of the organisation. • KRA D: Maintenance of strong relationships with the host countries of SPC's HQ – France and New Caledonia; the host countries for the Melanesia, Micronesia and Polynesia Regional Offices – Vanuatu, Federated States of Micronesia and Tonga; and monitoring of host country agreements and privileges and immunities with all host countries. • KRA D: Improved visibility of, and advocacy for SPC priorities, results and Pacific development issues and challenges. • KRA H: Oversight and monitoring of legal issues, and provision of legal support across the Secretariat and, where appropriate, to members and relevant partners. 	
Pathways: PTA	Strategic Plan KFAs: 7
<ul style="list-style-type: none"> • KRA D and F: Structure of a professional resource mobilisation function to develop and implement a strategy to attract new sources of funding to strengthen SPC's programmes and financial sustainability in line with the objectives of the strategic plan and needs expressed by members. • KRA D: Establishment of a new integration function across SPC – in close cooperation with the DD-G S&I, SPL and divisions – to lead and coordinate the development and implementation of existing integrated programmes (Pacific Community Centre for Ocean Science, Pacific Data Hub, Food Systems Flagship), identify potential new integrated programmes and develop and enhance country engagement through coordinated country programming. • KRA F: Improved business systems and knowledge management. • KRA H: SPC's operations are managed in accordance with its regulations, rules and procedures and in line with requirements for third-party institutional assessments. • KRA G: Improved financial sustainability and management. 	

2024R	2025	DEPUTY DIRECTOR-GENERAL OPERATIONS AND INTEGRATION	2026	2027
EXPENDITURE BUDGET				
843,017	698,873	Unrestricted (Core)	529,421	540,969
Restricted Project				
26,017		Fonds Pacifique		
26,017		Subtotal Restricted Project		
869,034	698,873	TOTAL EXPENDITURE BUDGET	529,421	540,969

2024R	2025	PARTNERSHIPS, INTEGRATION AND RESOURCE MOBILISATION	2026	2027
EXPENDITURE BUDGET				
825,209	848,475	Unrestricted (Core)	849,416	868,826
825,209	848,475	TOTAL EXPENDITURE BUDGET	849,416	868,826

2024R	2025	LEGAL AND GOVERNANCE	2026	2027
EXPENDITURE BUDGET				
822,771	933,489	Unrestricted (Core)	909,768	945,925
822,771	933,489	TOTAL EXPENDITURE BUDGET	909,768	945,925

2024R	2025	EUROPEAN LIAISON OFFICE	2026	2027
EXPENDITURE BUDGET				
165,782	168,298	Unrestricted (Core)	168,298	168,298
165,782	168,298	TOTAL EXPENDITURE BUDGET	168,298	168,298

Chapter 9.2.1

Director-General's Office and Deputy Directors-General

Programme/Section: Procurement and Travel

The Procurement and Travel team is responsible for the effective and efficient operations of SPC's procurement and travel functions. The team supports the work of all divisions and programmes.

Goal

To provide user-centred procurement and travel services that are integrated, fit for purpose and support project and programme delivery by division; and create an enabling environment that supports divisions to achieve results, while meeting fiduciary responsibilities and maintaining donor and member confidence.

Strategic alignment to SPC's Strategic Plan 2022–2031

2025 Key outputs

Pillar/Section/Programme: Procurement	
Pathways: C&I, PTA	Strategic Plan KFAs: 7
KRAs: A, B, C, D, E, F, G, H, I	
<ul style="list-style-type: none"> • More effective and efficient procurement services • Increased efficiency and productivity through improved collaboration and processes, better systems, access to information and document retrieval • Improved compliance and reduced audit exposure through improved organisational practice and change • Enhanced community of practice and improved understanding of responsibilities through a One OMD/ One SPC approach 	

2024R	2025	PROCUREMENT	2026	2027
EXPENDITURE BUDGET				
584,271	736,075	Unrestricted (Core)	629,225	269,666
584,271	736,075	TOTAL EXPENDITURE BUDGET	629,225	269,666

Pillar/Section/Programme: Travel

Pathways: C&I/PTA

Strategic Plan KFAs: 7

KRAs: A, B, C, D, E, F, G, H, I

- More efficient travel services
- Increased productivity through improved collaboration and processes, better systems, access to information and document retrieval
- Ensure compliance and reduced audit exposure through improved organisational practice and change
- Enhanced community of practice and improved understanding of responsibilities through a One OMD/ One SPC approach

2024R	2025	TRAVEL	2026	2027
EXPENDITURE BUDGET				
606,506	635,905	Budget	641,541	647,177
(606,506)	(635,905)	Recoveries	(641,541)	(647,177)
		TOTAL EXPENDITURE BUDGET		

Chapter 9.2.2

Director-General's Office and Deputy Directors-General

Programme/Section: Grants and Collaborations

The Grants and Collaborations team is responsible for the effective and efficient operation of SPC's grant and collaboration functions. The team supports the work of all divisions and programmes.

Goal

To provide user-centred grants and collaboration services that are integrated, fit for purpose and support project and programme delivery by division; and create an enabling environment that supports divisions to achieve results, while meeting fiduciary responsibilities and maintaining donor and member confidence.

Strategic alignment to SPC's Strategic Plan 2022–2031

Alignment to KFA: 7

Objectives:

- Improve grant and collaboration management across SPC through more efficient systems and processes.

2025 Key outputs

Pillar/Section/Programme: Grants and Collaborations

Pathways: C&I, PTA

Strategic Plan KFAs: 7

KRAs: A, B, D, E, F, G, H, I

- More effective and efficient grant and collaboration services
- Increased efficiency and productivity through improved collaboration and processes, better systems, access to information and document retrieval
- Improved compliance and reduced audit exposure through enhanced organisational practice and change
- Enhanced community of practice and improved understanding of responsibilities through a One OMD/ One SPC approach

2024R	2025	GRANTS	2026	2027
EXPENDITURE BUDGET				
270,314	561,416	Unrestricted (Core)	461,560	197,812
270,314	561,416	TOTAL EXPENDITURE BUDGET	461,560	197,812

Chapter 9.2.3

Director-General’s Office and Deputy Directors-General

Programme/Section: Micronesia Regional Office

The Micronesia Regional Office (MRO) in Pohnpei, Federated States of Micronesia (FSM), aims to build SPC’s understanding of the priorities, values, cultures and contexts of its members in the region and respond to their unique and evolving priorities.

The MRO has responsibility for member engagement with FSM, Guam, Kiribati, Marshall Islands, Nauru, Northern Mariana Islands and Palau.

The office consists of a director, a small corporate services team and hosts projects and staff from an array of SPC’s technical divisions. The MRO provides administrative, financial, travel and logistical services and facilitates divisions and projects to optimise service delivery for SPC across the region. The office also facilitates support and assistance to SPC staff based remotely in line ministries in Micronesian PICTs.

The MRO is the link between the Micronesian members and the broader SPC teams based in New Caledonia and Fiji, and contributes to all seven key focus areas (KFAs). In particular, the office facilitates KFA 7 Transforming institutional effectiveness, by cultivating successful partnerships and facilitating the organisation’s ability to successfully implement SPC’s strategic plan, deliver One SPC and mobilise resources.

MRO KRAs:

1. Develop and foster relationships with partners and stakeholders.
2. Cultivate and strengthen engagement with members.
3. Enable and improve SPC’s implementation and delivery of services in alignment with member needs and priorities through the strategic plan.
4. Ensure SPC programmes and services are responding to PICT member needs and priorities.

2025 Key outputs – unrestricted (core) funding

Pathways: PTA	Strategic Plan KFAs: 1, 2, 3, 4, 5, 6, 7
Key outputs:	
<ul style="list-style-type: none"> • KRA D: Facilitate integrated and country programming that is responsive to the needs of the Micronesian members that aligns to SPC’s strategic plan. 	
Pathways: C&I	Strategic Plan KFAs: 1, 2, 3, 4, 5, 6, 7
Key outputs:	
<ul style="list-style-type: none"> • KRA D: Cultivate opportunities for the design and tailoring of projects and mobilise resources for Micronesian members that are suited to their specific needs and contexts. • KRA D: Strengthen the understanding of the Micronesian region’s needs, environment and unique challenges and opportunities. • KRA D: Facilitate relationships with partners and stakeholders that work within the Micronesian region. • KRA J: Prioritise the well-being of MRO team members. 	

2024R	2025	MICRONESIA REGIONAL OFFICE	2026	2027
EXPENDITURE BUDGET				
617,465	547,548	Unrestricted (Core)	501,218	509,788
Restricted Project				
505,411	937,595	GCF	7,017,389	7,041,995
505,411	937,595	Subtotal Restricted Project	7,017,389	7,041,995
1,122,876	1,485,143	TOTAL EXPENDITURE BUDGET	7,518,607	7,551,783

Chapter 9.2.4

Director-General's Office and Deputy Directors-General

Programme/Section: Melanesia Regional Office

The Melanesian Regional Office (MERO) in Port Vila, Vanuatu, along with the other two regional offices are an integral part of SPC's ecosystem of regional services and programmes advancing the development priorities of members in line with SPC's strategic plan and national sustainable development plans. The MERO has responsibility for strategic country engagement with Papua New Guinea, Solomon Islands and Vanuatu.

The office consists of a regional director, programme coordinator, procurement assistant and administrative assistant and hosts projects and staff from an array of SPC technical divisions. The MERO provides administrative, financial, travel and logistical services and facilitates technical divisions and projects to optimise service delivery for SPC deliverables across the Melanesian subregion. The office also facilitates support and assistance to SPC staff based in line ministries in Melanesian PICTs.

The MERO is the link between the Melanesian members and SPC's broader technical and operational capabilities. The MERO contributes to all seven key focus areas (KFAs). In particular, the office facilitates KFA 7 Transforming institutional effectiveness across the whole organisation cultivating successful partnerships and facilitating the organisation's ability to successfully implement the SPC strategic plan, deliver One SPC and mobilise resources.

MERO KRAs:

1. Develop and foster relationships with partners and stakeholders.
2. Cultivate and strengthen engagement with members.
3. Enable and improve SPC's implementation and delivery of services in alignment with member needs and priorities through SPC's strategic plan.
4. Ensure SPC programmes and services are responding to PICT member needs and priorities.

2025 Key outputs – unrestricted (core) and restricted (programme) funding

Pathways: PTA	Strategic Plan KFAs: 1, 2, 3, 4, 5, 6, 7
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- **KRA D:** Facilitate integrated and country programming that is responsive to the needs of Melanesian members and aligns to SPC's strategic plan.

Pathways: C&I	Strategic Plan KFAs: 7
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Key outputs:

- **KRA D:** Cultivate opportunities for the design and tailoring of projects and mobilise resources for Melanesian members that are suited to their specific needs and contexts.
- **KRA D:** Strengthen the understanding of the Melanesian region's needs, environment and unique challenges and opportunities.
- **KRA D:** Facilitate relationships with partners and stakeholders that work within the Melanesian region.
- **KRA J:** Prioritise the well-being of MERO team members.

2024R	2025	MELANESIA REGIONAL OFFICE	2026	2027
EXPENDITURE BUDGET				
426,302	434,899	Unrestricted (Core)	440,325	430,582
426,302	434,899	TOTAL EXPENDITURE BUDGET	440,325	430,582

Chapter 9.2.5

Director-General's Office and Deputy Directors-General

Programme/Section: Polynesia Regional Office

The Polynesia Regional Office (PRO) is SPC's newest regional office established on 27 April 2023 in Nuku'alofa, Tonga. SPC's regional offices are an integral part of the ecosystem of regional services and programmes advancing development priorities of members in line with SPC's strategic plan and national sustainable development plans.

The PRO covers 10 PICTs of SPC's membership, namely American Samoa, Cook Islands, French Polynesia, Niue, Pitcairn, Samoa, Tokelau, Tonga, Tuvalu and Wallis and Futuna.

The purpose of the PRO is to enhance and support SPC's engagement across its Polynesian member countries (PMCs). To deliver on this purpose, PRO's key objectives are to:

- a. promote the responsiveness of SPC services and programmes through strengthening engagement and building trusted relationships;
- b. enhance the understanding of the cultures, contexts and priorities of PMCs in alignment with their national development goals and priorities; and
- c. support the coordination and delivery of services and programmes for the PMCs.

Based on these key objectives, the PRO's KRAs are as follows:

1. Establish the PRO in line with CRGA decisions.
2. Lead engagement and relationship management across PMCs.
3. Lead stakeholder engagement and communications with regional and international organisations across Polynesia towards ensuring alignment with SPC's strategic plan and the *2050 Strategy for the Blue Pacific Continent (2050 Strategy)*.
4. Coordinate and support integration and cross-sectoral engagement across SPC flagships and programmes, including through the development of country engagement strategies for PMCs.

2025 Key outputs – unrestricted (core) and restricted (programme) funding

Pathways: PTA

Strategic Plan KFAs: 1, 2, 3, 4, 5, 6, 7

- **KRA D:** Engagement in SPC's flagships and facilitation of country engagement programmes for PMCs in line with SPC's strategic plan and the 2050 Strategy.
- **KRA E:** Implementation of the *PRO Lali Communications and Engagement Strategy*.
- **KRA F:** Socialisation and implementation of the *PRO Fa'atonutonu Folau Operating Framework*.
- **KRA K:** Leadership for the promotion of diversity and the application of people-centred approaches across PMCs.

Pathways: C&I

Strategic Plan KFAs: 7

- **KRA D:** Quality stakeholder and partner engagements in strategic PRO initiatives.
- **KRA D:** Exploration of opportunities to conceptualise and design projects, including the mobilisation of resources for PMCs in response to their needs and priorities.
- **KRA D:** Leadership on advocacy for, and enhancement of, understanding of the Polynesian region's needs, context and unique challenges and opportunities.
- **KRA F:** Testing of the PRO standard operating procedures, including all business systems and processes.
- **KRA I:** Talented staff are recruited, retained and developed in line with the PRO staffing model.
- **KRA J:** PRO staff are supported and provided with professional development opportunities to achieve their goals as staff of SPC serving PMCs.

2024R	2025	POLYNESIA REGIONAL OFFICE	2026	2027
EXPENDITURE BUDGET				
388,941	420,339	Unrestricted (Core)	403,136	414,041
		Restricted Project		
33,006	94,285	Australia (DFAT)	109,311	
33,006	94,285	Subtotal Restricted Project	109,311	
421,947	514,624	TOTAL EXPENDITURE BUDGET	512,447	414,041

Chapter 9.3

Director-General's Office and Deputy Directors-General

Programme/Section: Deputy Director-General Science and Capability

All technical divisions and programmes report to the Deputy Director-General (DD-G) Science and Capability regardless of location. Close collaboration with the DD-G Operations and Integration allows for better coordination and collaboration of the One SPC approach. Much of the general management and oversight of the SPC offices in Noumea and Suva is delegated to the respective Deputy Director-General. There is also a major representational and liaison role with their host country governments and other agencies located in Fiji and New Caledonia.

Goals

- Improved organisational systems and processes, contributing to a more engaged and committed staff, enhanced organisational support services, improved financial and risk management and better service delivery.
- Collaboration, coordination and integration across all programme areas to meet SPC's strategic objectives.
- Effective management and strengthening of existing partnerships and the development of new partnerships in support of SPC's strategic objectives.

Objectives (Alignment to KFAs 1–7):

- Close collaboration with the executive and senior leadership team to further SPC's strategic objectives.
- Provision of executive leadership, vision and management for all technical divisions and programmes.
- Maintenance and building of strategic and sustainable relationships with relevant stakeholders, SPC members, development partners and other actors, including regional and international agencies, philanthropic entities and multilateral funds.
- Effective representation of SPC at national, regional and international forums.
- Co-design and implementation of adaptive and integrated regional initiatives and country engagement.
- Continuous improvement of programme delivery to maximise the efficiency, coordination and effectiveness of SPC's work and service delivery.
- Diversify the donor base and strengthened financial sustainability of SPC.

2025 Key outputs – unrestricted (core)

Pathways: C&I	Strategic Plan KFAs: 1, 2, 3, 4, 5, 6, 7
<ul style="list-style-type: none"> • Strategic leadership as part of the executive, including maintaining a One SPC culture across SPC's multiple country locations • Strengthened technical and programmatic leadership and integrated outcomes for members • Strengthened resource mobilisation functions and the development of science and innovation opportunities • Prioritisation and change management leadership, including strategic prioritisation • Lead and facilitate SPC leadership development and gender equality priorities and strategic actions • Facilitate and oversee the development and implementation of the four flagship programmes – Climate Change, Gender Equality, Ocean and Food Systems • Implementation of infrastructure development plans to enhance facilities and streamline service provision • Engagement with external stakeholders, including donor partners, members and regional and international agencies • Build and strengthen relationships and partnerships with the Fiji Government, as part of host country arrangements • Respond to internal stakeholders on human resource, financial and other SPC corporate-wide issues, while ensuring consistent application of policies in alignment with SPC and broader regional priorities and aspirations • Change management and the implementation of division- and organisation-wide reviews are supported • Monitor compliance with internal processes and policies • Ensure occupational health and safety measures are in place for Suva staff • Strengthened policies and mechanisms that promote and sustain staff well-being 	

2024R	2025	DEPUTY DIRECTOR-GENERAL SCIENCE AND CAPABILITY	2026	2027
EXPENDITURE BUDGET				
499,053	437,427	Unrestricted (Core)	437,071	437,071
499,053	437,427	TOTAL EXPENDITURE BUDGET	437,071	437,071

Chapter 9.4

Director-General's Office and Deputy Directors-General

Programme/Section: Strategy, Performance and Learning

The Strategy, Performance and Learning (SPL) unit is a specialist service within the Director-General's Office. SPL plays a central role in guiding the strategic direction, ambition, priorities and performance of SPC as committed in the *Strategic Plan 2022–2031* to ensure its work is relevant, responsive to members' needs and promotes a culture of Pacific-centred innovation and learning.

The Planning, Evaluation, Accountability, Reflection and Learning (PEARL) policy shapes the mandate and annual work plan for SPL in its service to the organisation, members and the region.

The team serves as a people-centred strategic coordination point for One SPC, member countries and territories and their constituents, donors and development partners across its Director's Office, Strategy and Innovation and Quality and Impact pillars to:

- (i) guide strategic direction through the development of the Pacific Community strategic plan and facilitation of the CRGA Subcommittee for the Strategic Plan to analyse, anticipate, plan and innovate for the future;
- (ii) guide strategic impact through the development and management of the Strategic Results Framework (SRF) for the Pacific Community strategic plan, including methods, approaches and practice for quality monitoring, evaluation, learning and planning;
- (iii) increase sustainable development effectiveness through:
 - a. leading data visualisation, dashboards, knowledge production and integration arising from strategic evaluation and research, whole of portfolio analysis, thematic and pathway analysis at the mid-year and end of year;
 - b. leading knowledge production and integration arising from strategic research, analysis, foresight and futures thinking to remain responsive to member needs, contextual changes and emergent trends and shared priorities; and
- (iv) grow and nurture capability monitoring, evaluation, learning and planning capability across SPC in:
 - a. monitoring, evaluation, learning and planning; and
 - b. strategy, foresight, innovation and integrated design to ensure SPC scientific and technical work is responsive, impactful and meets member's sustainable development needs.

Strategic alignment to SPC's Strategic Plan 2022–2031

Alignment to KFA 7

Divisional KRAs

- **KRA 1:** Co-create, enhance and mature foresight, innovative and integrated programming, planning and monitoring, evaluation and learning (MEL) tools and processes to effectively support SPC's strategic plan implementation.
- **KRA 2:** Develop and disseminate strategic knowledge products to foster innovation and accompany organisational performance, adaptation and continuous improvement.
- **KRA 3:** Strengthen Pacific-centred communities of practice and capacity building in planning, MEL, foresight, innovative and integrated programming to enhance regional collaboration and sustainable development.
- **KRA 4:** Implement people-centred engagement and One SPC service delivery while ensuring the efficient use of resources and promoting innovation and foresight within the team.

2025 Key outputs – unrestricted (core) and restricted (programme and project) funding

Pillar/Section/Programme: All pillars of SPL**KRA 1: Co-create, enhance, and mature foresight, integrated programming, planning and MEL tools and processes to effectively support SPC's strategic plan implementation****Pathways: PTA****Strategic Plan KFAs: 7**

- Lead strategic plan socialisation, business planning guidance and contribution to the 2050 Strategy for the Blue Pacific Continent and other regional commitments
- Evidence from reflection and learning informing business plans, flagship programmes and project designs
- Facilitate, nurture and cultivate innovative and integrated programming, strategic country engagement and partnership, and SPC flagship programmes

Pathways: DSK**Strategic Plan KFAs: 7**

- Ongoing operationalisation of the SRF to measure progress against implementation of the strategic plan. Technical support for the development and implementation of divisional results frameworks and flagship results frameworks to ensure internal alignment and coherence with the SRF
- Improve focus on coherent business, corporate planning and integrated programme quality across SPC

Pathways: C&I**Strategic Plan KFAs: 7**

- Support for a learning organisation that uses knowledge sharing platforms and initiatives to promote innovative learning and collaboration
- Influences key transformations to the organisation through evidence analysis for and facilitation of One SPC initiatives
- Support to the MEL information system pilot for SPC to support high quality reporting under the SRF
- Ongoing co-creation of SPC MEL, planning, foresight and programming design toolkit
- Develop integrated programmes of work and flagships, linked to SPC's KFAs

KRA 2: Develop and disseminate strategic knowledge products to foster innovation and accompany organisational performance, adaptation, and continuous improvement**Pathways: DST****Strategic Plan KFAs: 7**

- Conduct and commission strategic evaluation activities to expand evidence available to support decision-making and performance improvements
- Steward annual SPC-wide results reporting for 2024, including the online availability of results and data through the Results Explorer
- Co-create and pilot dashboards to support decision-making and engagement

Pathways: C&I**Strategic Plan KFAs: 7**

- Integrate contextual and social determinants and Pacific ways of doing and knowing into design, planning and MEL, foresight and innovation

Pathways: I&R**Strategic Plan KFAs: 7**

- Integrate and communicate the development of knowledge products, innovation and research outlook

KRA 3: Strengthen Pacific-centred communities of practice and capacity building in planning, MEL, foresight, and integrated programming to enhance regional collaboration and sustainable development**Pathways: C&I****Strategic Plan KFAs: 7**

- Steward communities of practice and networks as a modality for peer-to-peer learning and capacity strengthening across strategy and foresight, programming, planning and MEL
- Continued MELnet support to SPC's performance monitoring and reporting through greater member ownership and strengthened MEL thinking and practice across SPC

Pathways: I&R**Strategic Plan KFAs: 7**

- Provide Secretariat services to the flagships community of practice and the collaborative groups

Pathways: DST**Strategic Plan KFAs: 7**

- Support to planners and foresight practitioners across the regional architecture

KRA 4: Implement people-centred engagement and One SPC service delivery while ensuring efficient use of resources and promoting innovation and foresight within the team**Pathways: C&I****Strategic Plan KFAs: 7**

- PL team members access opportunities for professional development to strengthen existing capabilities and develop needed capabilities to accompany SPC (Secretariat and members) in implementing the strategic plan
- SPL team members well-being is prioritised through maintaining a healthy workstyle

Pathways: PTA**Strategic Plan KFAs: 7**

- Support to KFA 7 task force workplan development and implementation
- Support for One CROP approaches and implementation of the *2050 Strategy Implementation Plan 2023–2030*

2024R	2025	STRATEGY, PERFORMANCE AND LEARNING	2026	2027
EXPENDITURE BUDGET				
1,436,150	1,575,801	Unrestricted (Core)	1,623,227	1,644,690
Restricted Programme				
488,160	640,000	New Zealand (MFAT)	640,000	640,000
488,160	640,000	Subtotal Restricted Programme	640,000	640,000
Restricted Project				
782,995		New Zealand (MFAT)		
782,995		Subtotal Restricted Project		
2,707,305	2,215,801	TOTAL EXPENDITURE BUDGET	2,263,227	2,284,690

Chapter 9.5

Director-General's Office and Deputy Directors-General

Programme/Section: Strategic Communications Office

The Strategic Communications Office has been through a transformative process over the past 12 months under new leadership. This has included the recruitment and restructuring of its team to be aligned to SPC's *Strategic Plan 2022–2031* and to provide more effective engagement and outreach approaches for and with our members.

The team provides strategic engagement and outreach, crisis communications, internal engagement, strategic communications implementation and guidance, establishment and maintenance of organisational communications systems and processes, training, support and analysis for staff and members.

The new team structure also drives improved Pacific-led and -owned storytelling, genuine and intentional engagement and outreach with members, youth and partners and a dedicated capability for internal communications needs. Further, the team produces and drives strategic engagement, including content, data storytelling and integrated approaches to provide understanding of the science and technical work of SPC for and alongside our members.

The team has led the development and testing of a new reporting structure to ensure data is responsive to meaningful tracking and understanding of effective work in impactful ways and this is being operationalised during 2024. A theory of change and results framework are also in their final stages to be presented to SPC members in 2025 that outline the role, priorities and ways of measuring value of critical strategic communications, outreach and engagement activities across the organisation.

The work is shaped and driven by the priorities and activities of SPC and our members. As such, all activities undertaken by the office work towards supporting the organisational priorities identified in the strategic plan and the overall long-term vision, mission and value proposition for the organisation along with the Leaders vision through the 2050 Strategy for the Blue Pacific.

Strategic alignment to SPC's Strategic Plan 2022–2031 and 2025 priorities

2050 Leaders vision: Political Leadership and Regionalism, Technology and Connectivity

Pathways: C&I

Strategic Plan KFAs: 7

Objective 1: Efficient and effective integrated outreach, engagement and communications is strategically resourced

Result: SPC has fit-for-purpose tools, resources, guidance and systems for effective and sustainable integrated outreach, engagement and strategic communication with staff, members, partners and stakeholders.

Delivered through two key result areas (KRAs), including **KRA 1.1:** Systems and process and **KRA 1.2:** Internal SPC engagement, outreach and communication.

2025 Priorities:

- Organisational-wide communications, engagement and outreach reporting systems are established and are relevant for partners, members and donors
- Funding secured for fit-for-purpose digital archival system that safeguards traditional knowledge and acts as a central repository for all SPC audiovisual digital content for our members
- Internal communications capability, systems and process established to support SPC-wide integrated programming and change management
- Internal coordination of communications community of practice is established and supportive of a collective strengthening of communications, engagement and outreach in the organisation and alongside members
- Review of FCR process and approvals, efficient internal coverage of necessary operational costs, shared services review on effective expenditure of communications budgets
- Soft launch of SPC-wide integrated website by December 2025

2050 Leaders vision: People-centred development, Peace and Security, Resource and Economic Development, Climate change and Disasters, Technology and Connectivity

Pathways: C&I, D&T, PTA

Strategic Plan KFAs: 1, 2, 3, 4, 5, 6, 7

Objective 2: Integrated SPC science, data, technical outputs and knowledge is accessible and relevant to Pacific members, Pacific and international media, knowledge holders and thought leaders

Result: SPC work is amplified and meaningfully relevant to our members, media stakeholders, partners and donors for use in strategic areas such as global negotiations or community engagement while Pacific voices are amplified, including youth, women and girls.

KRA 2.1: Accessible science/data visualisation and impact storytelling.

KRA 2.2: Engagement and outreach including media, members and partners.

2025 Priorities:

- Pacific science and knowledge informs international and bilateral treaty negotiations, etc., with support by best-practice communications (COP and PIFLM)
- Pacific and international media engagement and relationship building is intentionally directed to better support the visibility of members, Pacific scientists and technical leads on critical issues of our Blue Pacific
- Communications, outreach and engagement policy/guidelines are co-developed along with an editorial guide for *The Pacific Way* to refocus indigenous Pacific storytelling at its heart and the focus of SPC as an institutional memory of the Pacific region

2050 Leaders vision: People-centred Development, Technology and Connectivity

Pathways: C&I, D&T

Strategic Plan KFAs: 7

Objective 3: Strategic engagement, outreach and communications is engaged effectively throughout the coordination of all integrated, SPC-wide and strategic priorities for the organisation at the earliest stages

Result: Strategic communications, outreach and engagement practices and processes inform the development of all SPC engagement with members, partners, stakeholders and colleagues and practitioners are part of the development of approaches from the earliest stage.

KRA 3.1: Strategic outreach, engagement and communications.

2025 Priorities:

- Support integrated programming and the flagships through strategic coordination (internal and external)
- Outreach and engagement events and 'roadshow' intentionally planned and targeted to support increased understanding of SPC, its work, its members and its value
- Support SPC's internal teams on priority engagement and effective outreach, engagement and trust-building approaches for translation of our work and engagement of members (i.e. ministerial meetings, priority areas of work and CRGA)

2050 Leaders vision: Political Leadership and Regionalism, Technology and Connectivity

Pathways: C&I

Strategic Plan KFAs: 7

Objective 4: Strategic engagement and outreach, communications and knowledge management
SPC staff and teams are supported alongside member practitioners with training, career progression and opportunities

Result: SPC is the employer of choice for dynamic and innovative strategic communications, outreach and engagement professionals and our teams are equipped with the necessary skills and training to support this work in sustainable manners including through well-developed career pathways that supports and works alongside members and their needs.

KRA 4.1: SPC Staff and member professional development.

2025 Priorities:

- Internal training and systematic application of systems, processes and best practice communications, engagement and outreach designed and start implementation
- Editorial meeting established and coordinated KRA and centralised reporting actioned across all communications, outreach and engagement practitioners in the organisation
- Training conducted for media engagement (executive) and how to better translate science for decision-makers
- Establish SPC 'ambassador' youth program to support better engagement of SPC work and member priorities regionally

2024R	2025	STRATEGIC COMMUNICATIONS	2026	2027
EXPENDITURE BUDGET				
914,101	879,192	Unrestricted (Core)	976,933	992,962
914,101	879,192	TOTAL EXPENDITURE BUDGET	976,933	992,962

Chapter 10.1

Operations and Management Directorate

Programme/Section: Finance, Programme Management and Provisions

The Finance department provides financial and operational services for programme delivery and is mandated to uphold SPC's fiduciary responsibility towards its donors and development partners for the longer-term financial sustainability of SPC. Various pieces of financial information and project status reports are regularly provided to internal and external stakeholders to keep them fully abreast of project status and the financial well-being of the organisation.

The department supports the work of all divisions and programmes by creating an enabling environment, through the provision of resources management, covering all streams of core, programme and project funding.

Goal

To develop robust and effective systems and processes that enable SPC to deliver programmes efficiently and effectively to all beneficiaries and maintain its longer-term financial sustainability, enforce accountability, meet financial obligations and enhance the return on financial and physical investments.

Objectives (Alignment to KFA 7):

- Improved financial management across SPC through efficient policies, process, systems and structure with the implementation of shared services.
- SPC's property and assets are optimally managed and maintained.

2025 Key outputs - (unrestricted) core

Pathways: PTA	Strategic Plan KFAs: 7
Key outputs:	
<ul style="list-style-type: none">• Output D: Ongoing work with the CRGA working group for the review of assessed contributions and host country grants• Output F: Ongoing improvements to business processes and workflows and reviews and updates of financial policies, procedures and guidelines• Output G: Ongoing focus on SPC's financial sustainability through the appropriate funding of all typologies of costs, appropriate investments and the strengthening of the financial planning function• Output G: Implementation of the 2025 budget and compilation of the 2026–2027 budget for CRGA approval• Output G: Timely audit of annual financial statements with an unqualified audit opinion• Output H: Leveraging the internal audit function to strengthen SPC's internal control environment• Output J: Implementation of the facility management programme, including preventative maintenance	
Pathways: D&T	Strategic Plan KFAs: 7
Key outputs:	
<ul style="list-style-type: none">• Output F: Development of new ICT tools to strengthen support functions efficiency, accuracy and service delivery to implementing divisions	

Pathways: C&I

Strategic Plan KFAs: 7

Key outputs:

- **Outputs A & F:** Harmonisation of best practices across the department for the efficient and effective delivery of financial services to all divisions
- **Output D:** Ongoing review and implementation of shared services across SPC's divisions and offices
- **Output H:** New structure for the finance department, focused on main processes and investment in human capacity to strengthen support to activities implementation

2024R	2025	FINANCE	2026	2027
EXPENDITURE BUDGET				
2,185,478	2,585,614	Unrestricted (Core)	2,632,693	2,638,710
2,185,478	2,585,614	TOTAL EXPENDITURE BUDGET	2,632,693	2,638,710

2024R	2025	PROGRAMME MANAGEMENT UNIT	2026	2027
EXPENDITURE BUDGET				
143,959	120,036	Unrestricted (Core)	123,725	128,714
143,959	120,036	TOTAL EXPENDITURE BUDGET	123,725	128,714

Chapter 10.2

Operations and Management Directorate

Programme/Section: Human Resources (HR) department

The HR department supports the human capital of all divisions and programmes by providing HR interventions that contribute to attracting, retaining and developing a diverse and engaged workforce with the aim of solidifying SPC as an employer of choice in the Pacific region. The HR department is structured around three capability lines: Employee Relations, Advisory & Operations; Remunerations, Systems, Health & Safety; and Recruitment.

Goal

To enhance SPC's culture through improved HR processes, transparency and equality.

Objectives (Alignment to KFA 7):

- HR support (planning, policies, procedures and employee relations) enables staff to carry out their work efficiently and effectively.
- Efficient and effective recruitment and induction of appropriately skilled staff enables SPC to meet its strategic objectives.

2025 Key outputs - unrestricted (core) and restricted project funding

Pathways: C&I	Strategic Plan KFAs: 7
Key outputs:	
<ul style="list-style-type: none">• KRA J: In response to the civil unrest in New Caledonia, develop comprehensive staff safety, psychosocial and wellbeing initiatives to support staff wellbeing and mental health.• KRA A & E: Develop a training fund based on SPC's salary budget to support all divisions with a comprehensive training programme. Build learning and development capacity within the HR team to manage and deliver organisation-wide training. Strengthen HR capacity through dedicated learning and training opportunities provided by external sources.• KRA B: Continue to build and develop HR capability and capacity to deliver high-quality services.• KRA J: Continue the implementation of the health and safety programme. Build capacity in the organisation allowing for a health and safety representative at the major campuses.	
Pathways: D&T	Strategic Plan KFAs: 7
Key outputs:	
<ul style="list-style-type: none">• KRA F: Continue the implementation of improved HR systems and processes, including an e-learning management system.	

Pathways: PTA

Strategic Plan KFAs: 7

Key outputs:

- **KRA B:** Standardise HR processes, where possible, across all locations.
- **KRA D:** Analytics – Provide relevant HR information to the organisation, to drive better decision-making on people issues and business partnering.
- **KRA E:** Improve induction and on-boarding processes to provide a more efficient approach and better user experience.
- **KRA E & J:** Enhance the overall culture at SPC, including greater involvement on the engagement survey, the Director-General's awards and other recognition initiatives.
- **KRA I:** Continually review remuneration, benefit and reward structures to ensure they are fit for purpose and align to strategies in attracting and retaining staff.
- **KRA I:** Develop sourcing strategies and process improvements to increase the quality of hires and streamline the recruitment process to reduce hiring times.

2024R	2025	HUMAN RESOURCES	2026	2027
EXPENDITURE BUDGET				
2,067,343	1,814,151	Unrestricted (Core)	1,645,801	1,605,610
2,067,343	1,814,151	TOTAL EXPENDITURE BUDGET	1,645,801	1,605,610

Chapter 10.3

Operations and Management Directorate

Programme/Section: Information Services (IS) section

The IS section provides high-quality, bilingual information solutions to SPC's scientific and technical divisions and is a trusted partner in supporting the delivery of their project and programme goals. It provides services in event management, general administration, ICT, knowledge management, interpretation, library services, publishing and translation. The section directly supports all KFAs but is accountable to deliver on KFA 7 Transforming institutional effectiveness.

Strategic alignment to SPC's Strategic Plan 2022–2031

Alignment to KFA 7

Objective 1 – Operational excellence

Outcome 1.1: Staff access quality, efficient business functions delivered through a One OMD approach

Outcome 1.2: Skilled OMD staff, and improvements to business systems, deliver measurable increases in operational performance

Objective 2 – Strategic excellence

Outcome 2.1: Divisions regard OMD as a strategic business partner, receiving expert advice and support from OMD to deliver on project and business outcomes

Outcome 2.2: OMD provides SPC-wide business intelligence, which is used to drive cross-organisational business initiatives

Objective 3 – Enabling environment

Outcome 3.1: Trust from members and development partners is enhanced through financial sustainability, accountability and transparency

Outcome 3.2: SPC is a great place to work, with high-performing people and an organisational culture shaped by SPC's values

2025 Key outputs - unrestricted (core) funding

Pillar/Section/Programme: All sections of IS

Pathways: C&I

Strategic Plan KFAs: 7

Event management (partial cost recovery), ICT (cost recovery); General Administration, Library services, Publishing, Translation and Interpretation (all core)

- Performance measurement and user feedback is in place
- Improved user entry points and resources that support self-service
- Improved procurement systems and processes
- SPC staff engagement outreach and education
- User-friendly and efficient business systems and processes
- SPC is financially sustainable
- Strengthened internal governance and accountability

Publishing (core), Translation and Interpretation (core)

- SPC upholds its commitment to diversity and bilingualism

Pathways: D&T

Strategic Plan KFAs: 1, 2, 3, 4, 5, 6, 7

Knowledge Management (core)

- Knowledge management services are provided to SPC's divisions
- Robust knowledge management practices are developed and embedded
- A knowledge management community of practice is established, active, and contributing to improved knowledge management across SPC
- Knowledge management systems are well managed and improved
- SPC further protects physical records and knowledge assets by digitising them

Pacific Data Hub – Programme

- Data is more accessible to regional decision-makers for evidence-based decision-making
- SPC manages its data in a more consistent way

Pathways: D&T

Strategic Plan KFAs: 1, 2, 3, 4, 5, 6, 7

Pacific Data Hub – Programme

- Quality stakeholder engagement in strategic initiatives (boards and user groups)

ICT – Cost recovery

- Divisions host member-facing applications and services on a reliable digital infrastructure

2025 Key outputs - unrestricted (core), self-funding and cost recovery

Pillar/Section/Programme: All sections of IS

Pathways: C&I

Strategic Plan KFA: 7

- A sustainable financial business model is maintained for all Information Services teams
- Business systems improvements for results reporting, data dissemination and enterprise content management are identified, sustainably funded, delivered and maintained
- Language, library and publishing services are managed and delivered effectively
- Quality and reach of SPC's scientific and technical publishing, and management of internal documentation are enhanced, and accurate governance documentation is maintained
- SPC's unified corporate identity is supported
- Event management services are delivered to a high standard for internal and external clients

2024R	2025	GENERAL ADMINISTRATION	2026	2027
EXPENDITURE BUDGET				
965,854	825,876	Unrestricted (Core)	845,043	864,393
965,854	825,876	TOTAL EXPENDITURE BUDGET	845,043	864,393

2024R	2025	LIBRARY	2026	2027
EXPENDITURE BUDGET				
405,479	239,846	Unrestricted (Core)	258,880	242,627
405,479	239,846	TOTAL EXPENDITURE BUDGET	258,880	242,627

2024R	2025	GENERAL INSURANCE	2026	2027
EXPENDITURE BUDGET				
210,250	241,625	Unrestricted (Core)	242,833	244,047
210,250	241,625	TOTAL EXPENDITURE BUDGET	242,833	244,047

2024R	2025	EVENT MANAGEMENT	2026	2027
EXPENDITURE BUDGET				
67,123	118,224	Unrestricted (Core)	106,200	111,945
67,123	118,224	TOTAL EXPENDITURE BUDGET	106,200	111,945

2024R	2025	PUBLISHING	2026	2027
EXPENDITURE BUDGET				
969,442	815,967	Unrestricted (Core)	864,871	887,518
969,442	815,967	TOTAL EXPENDITURE BUDGET	864,871	887,518

2024R	2025	TRANSLATION AND INTERPRETATION	2026	2027
EXPENDITURE BUDGET				
957,447	796,659	Unrestricted (Core)	767,514	830,184
957,447	796,659	TOTAL EXPENDITURE BUDGET	767,514	830,184

Chapter 11

Self-funded units

2024R	2025	INFORMATION AND COMMUNICATION TECHNOLOGY	2026	2027
EXPENDITURE BUDGET				
4,800,166	4,866,283	Budget	5,088,571	5,292,360
(4,800,166)	(4,866,283)	Recoveries	(5,088,571)	(5,292,360)
		Subtotal Unrestricted (Core)		
Restricted Project				
3,028,741	4,782,083	New Zealand (MFAT)	4,220,438	1,935,205
3,028,741	4,782,083	Subtotal Restricted Project	4,220,438	1,935,205
3,028,741	4,782,083	TOTAL EXPENDITURE BUDGET	4,220,438	1,935,205

2024R	2025	FACILITIES	2026	2027
EXPENDITURE BUDGET				
3,557,805	3,945,801	Budget	4,057,503	4,105,104
(3,059,053)	(992,180)	Recoveries	(952,833)	(994,121)
498,752	2,953,621	TOTAL EXPENDITURE BUDGET	3,104,670	3,110,983

2024R	2025	HOUSING UNIT	2026	2027
INCOME				
2,759,700	2,800,146	Rents	2,840,772	2,881,722
2,759,700	2,800,146	TOTAL INCOME	2,840,772	2,881,722
EXPENDITURE				
226,771	284,048	Personnel	293,782	254,402
588,052	523,969	Operating and Maintenance	519,686	568,589
371,635	388,761	Depreciation	393,166	393,166
50,280	50,280	Interest on loan	50,280	50,280
1,495,962	1,524,739	External rent	1,554,091	1,584,030
27,000	28,350	Insurance	29,768	31,256
2,759,700	2,800,146	TOTAL EXPENDITURE	2,840,772	2,881,722

2024R	2025	CANTEEN	2026	2027
INCOME				
640,000	645,000	Sales	645,000	645,000
(419,640)	(416,754)	Less cost of goods sold	(416,754)	(416,754)
220,360	228,246	GROSS MARGIN	228,246	228,246
EXPENDITURE				
126,545	130,662	Personnel	134,778	138,895
40,072	40,072	Rent paid to SPC core budget	40,072	40,072
53,743	57,513	General and operating	53,396	49,279
220,360	228,246	TOTAL EXPENDITURE	228,246	228,246

Chapter 12

Capital Expenditure

2024R	2025	CAPITAL EXPENDITURE	2026	2027
EXPENDITURE BUDGET				
Facilities - Suva				
242,659		Construction of covered walkways at Narere		
87,219		New generator - 500kva - Stage 2 at Nabua		
67,500	67,500	Fonos upgrade		
22,500	22,500	Walkway: Teuila building - Narere		
100,000	100,000	Fire alarm system for Nabua campus		
30,000		CCTV surveillance system for Nabua Campus		
50,000		Renovation of buildings & roofing - Nabua - NDC walkway, Finance roof		
245,700	54,300	Proposed new office		
33,600	78,400	DAV car park and front entrance		
100,000		Car park extension - Narere campus		
694,556	4,727,725	New 3-storey office building Nabua campus	558,135	568,310
	300,000	Fire alarm system for Narere campus		
	80,000	General Admin office: Refurbishment for new office		
	36,000	Mango tree corner		
	300,000	Proposed new office & renovation		
	112,500	Transformer upgrade -Narere campus		
	94,500	Electrical infrastructure upgrade - SPC Narere campus	220,500	
45,000	45,000	Sewer connection to WAF - Nabua campus		
1,718,734	6,018,425	Subtotal Facilities - Suva	778,635	568,310
Facilities - Noumea				
	119,415	Anti-intrusion system and cameras	6,285	
	79,610	Security cameras and light sensor	4,190	
35,750	107,250	Access control replacement		
55,727	2,933	Mandatory smoke extractors for public spaces		
25,140	100,560	Replacement of SPC fences ocean-side		
	31,844	Replacement of SPC fences west-side	1,676	
	40,224	Renovation of HQ toilet blocks (13 toilets)	50,280	40,224
	16,760	Roof over staircase (Bdg 9 and Bdg 2)	67,040	
	29,330	Bicycle parking (20 spots, covered and lit)		
6,365		Replacement of the low-voltage switchboard cells		
146,650	10,475	Voltage transformer station - furniture and installation		
30,168		Water collection underground tanks		
52,794	58,660	Replacement AC units - external	5,866	
13,408	50,280	Separation of AC networks Moana room - Reserve - Library	3,352	
	31,844	Mud filter addition on cold water network bdg 12	1,676	
	93,856	Replacement of carpet B11 stairs/library/booths		
40,224		Replacement of maintenance electric vehicle		
118,421	157,895	Resurfacing of all office floors	39,474	
62,850	41,900	Resurfacing of all meeting rooms floors		
20,000	20,000	Plaster walls - partitions		
38,615	38,615	Hanging ceilings		
32,000	32,000	Noise cancellation roofs		
		Call booths	102,236	
		Social club renovation	142,460	
678,112	1,063,451	Subtotal Facilities - Noumea	424,535	40,224

Continued

2024R	2025	CAPITAL EXPENDITURE	2026	2027
		Housing - Noumea		
16,760	16,760	Bathroom renovations, replacement of bathtubs in 22 24 Luneau buildings - 12 apartments	16,760	16,760
26,816	26,816	Kitchen renovations - 22 24 Luneau buildings - 12 apartments	26,816	26,816
13,333		Replacement of AEP - water opening and closing system		
	250,000	Facades renovation		
	150,000	Roof anti-UV painting		
		Garbage room construction	12,570	
10,894		9 LUX - Bathroom renovation		
		Building terraces - 4 apartments	135,000	
5,028	5,028	Floor renovations - 6 apartments	2,514	
60,600		Fences and automatic portal		
15,000		Floor replacements in the stairs in the VP building		
		Railings and floors of balconies x6	30,168	
3,143	5,028	Fire detection systems to be installed in all SPC residences	3,771	
60,336	60,336	Air conditioning to be installed in all SPC bedrooms		
211,910	513,968	Subtotal Housing - Noumea	227,599	43,576
		Others		
45,000		Mobile simultaneous interpretation equipment (bidules)		
150,000	250,000	SPC website and intranet redevelopment		
	930,000	Business central upgrade		
250,000		Wi-Fi Enterprise		
300,000		Next Gen Firewall		
200,000		PABX		
100,000		HPC equipment		
200,000	400,000	ServiceNow		
	40,000	Trenching works in Nabua		
	200,000	PayGlobal migration to cloud		
	250,000	Internet RRP		
	250,000	MCR conference equipment		
	100,000	Meeting room conference gear		
1,245,000	2,420,000	Subtotal Others		
3,853,757	10,015,844	TOTAL EXPENDITURE BUDGET	1,430,768	652,110

Annex 1

2025 Assessed contributions and host grants

MEMBER COUNTRIES	AMOUNT IN EUR	PERCENT SHARE
Australia	2,681,600	27.16%
France	2,095,000	21.22%
New Zealand	1,717,900	17.40%
United Kingdom	417,900	4.23%
United States of America	1,188,000	12.03%
Total metropolitan members	8,100,400	82.06%
American Samoa	52,800	0.53%
Cook Islands	43,600	0.44%
Federated States of Micronesia	52,800	0.53%
Fiji	128,700	1.30%
French Polynesia	108,800	1.10%
Guam	57,800	0.59%
Kiribati	58,100	0.59%
Marshall Islands	43,600	0.44%
Nauru	46,200	0.47%
New Caledonia	301,600	3.06%
Niue	35,200	0.36%
Northern Mariana Islands	52,800	0.53%
Palau	43,600	0.44%
Papua New Guinea	301,600	3.06%
Pitcairn Islands	35,200	0.36%
Samoa	72,600	0.74%
Solomon Islands	72,600	0.74%
Tokelau	46,200	0.47%
Tonga	63,400	0.64%
Tuvalu	46,200	0.47%
Vanuatu	72,600	0.74%
Wallis and Futuna	35,200	0.36%
Total Island members	1,771,200	17.94%
TOTAL ASSESSED CONTRIBUTIONS	9,871,600	100.00%
Host grants		
Fiji	33,500	
New Caledonia	183,400	
Vanuatu	58,700	
Federated States of Micronesia	15,000	
Total host grants	290,600	
TOTAL ASSESSED CONTRIBUTIONS AND HOST GRANTS	10,162,200	

Annex 2

2025 Core funding allocation

2025							
	Assessed contributions & host grants, general income	Australia DFAT (Programme funding - restricted)	ACIAR (Programme funding - restricted)	New Zealand (Programme funding - restricted)	British High Commission (Programme funding - restricted)	Sweden (Programme funding - restricted)	Total core/ programme
Assessed contributions	9,871,600						9,871,600
Programme funding	6,623,400						6,623,400
Host grants	290,600						290,600
Observer contributions	28,160						28,160
Other income	1,959,941						1,959,941
Restricted funding		14,287,242	271,841	11,254,799	853,436	1,028,515	27,695,833
TOTAL INCOME	18,773,701	14,287,242	271,841	11,254,799	853,436	1,028,515	46,469,534
EXPENDITURE BY PROGRAMME							
PROGRAMME ACTIVITIES							
CHAPTER 1 – EDUCATIONAL QUALITY AND ASSESSMENT PROGRAMME							
Educational Quality and Assessment Programme	432,404	4,919,720		1,091,137			6,443,261
TOTAL CHAPTER 1	432,404	4,919,720		1,091,137			6,443,261
CHAPTER 2 – FISHERIES, AQUACULTURE AND MARINE ECOSYSTEMS							
Director's Office	1,091,429	1,506,189		233,566			2,831,184
Coastal Fisheries and Aquaculture Programme	510,884	861,566	105,047	353,331			1,830,828
Oceanic Fisheries	1,030,361	539,049		208,988			1,778,398
TOTAL CHAPTER 2	2,632,674	2,906,804	105,047	795,885			6,440,410
CHAPTER 3 – GEOSCIENCE, ENERGY AND MARITIME DIVISION							
Director's Office	729,000			900,000			1,629,000
Disaster and Community Resilience Programme	489,500						489,500
Georesources and Energy Programme	344,600						344,600
Oceans and Maritime Programme	275,396	523,876			853,436		1,652,708
TOTAL CHAPTER 3	1,838,496	523,876		900,000	853,436		4,115,808
CHAPTER 4 – LAND RESOURCES DIVISION							
Director's Office	1,116,788		166,794	504,000			1,787,582
Genetic Resources	286,414						286,414
Sustainable Forest and Landscape Management	98,236						98,236
Sustainable Agriculture	134,347						134,347
Markets for Livelihoods	295,049						295,049
TOTAL CHAPTER 4	1,930,834		166,794	504,000			2,601,628
CHAPTER 5 – PUBLIC HEALTH DIVISION							
Director's Office	1,025,126	2,867,079		407,752			4,299,957
Non-Communicable Diseases Prevention and Control Programme							
Surveillance, Preparedness and Response Programme							
Clinical Services Programme							
TOTAL CHAPTER 5	1,025,126	2,867,079		407,752			4,299,957
CHAPTER 6 – HUMAN RIGHTS AND SOCIAL DEVELOPMENT DIVISION							
Human Rights and Social Development Division	645,210	1,585,788		330,000		1,028,515	3,589,513
TOTAL CHAPTER 6	645,210	1,585,788		330,000		1,028,515	3,589,513

Continued

2025							
	Assessed contributions & host grants, general income	Australia DFAT (Programme funding - restricted)	ACIAR (Programme funding - restricted)	New Zealand (Programme funding - restricted)	British High Commission (Programme funding - restricted)	Sweden (Programme funding - restricted)	Total core/ programme
CHAPTER 7 – STATISTICS FOR DEVELOPMENT DIVISION							
Statistics for Development Division	1,172,695	1,483,975		269,277			2,925,944
TOTAL CHAPTER 7	1,172,695	1,483,975		269,277			2,925,944
CHAPTER 8 – CLIMATE CHANGE AND ENVIRONMENTAL SUSTAINABILITY							
Climate Change and Environmental Sustainability	905,576			6,316,749			7,222,325
TOTAL CHAPTER 8	905,576			6,316,749			7,222,325
TOTAL PROGRAMME EXPENDITURE	10,583,015	14,287,242	271,841	10,614,799	853,436	1,028,515	37,638,844
ADMINISTRATION							
CHAPTER 9 – DIRECTOR-GENERAL'S OFFICE AND DEPUTY DIRECTORS-GENERAL							
Director-General's Office	1,616,633						1,616,633
- Internal Audit and Risk	423,908						423,908
Deputy Director-General Operations and Integration	698,873						698,873
- Partnerships, Integration and Resource Mobilisation	848,475						848,475
- Legal and Governance	933,489						933,489
- European Liaison Office	168,298						168,298
- Procurement	920,092						920,092
Less recoveries	(184,017)						(184,017)
- Travel	635,905						635,905
Less recoveries	(635,905)						(635,905)
- Grants	701,770						701,770
Less recoveries	(140,354)						(140,354)
- Micronesia Regional Office	547,548						547,548
- Melanesia Regional Office	434,899						434,899
- Polynesia Regional Office	420,339						420,339
Deputy Director-General Science and Capability	437,427						437,427
Strategy, Performance and Learning	1,575,801			640,000			2,215,801
Strategic Communications Office	879,192						879,192
TOTAL CHAPTER 9	10,282,373			640,000			10,922,373
CHAPTER 10 – OPERATIONS AND MANAGEMENT DIRECTORATE							
Finance, Programme Management and Provisions							
Finance	2,585,614						2,585,614
Programme Management Unit	202,536						202,536
Less recoveries	(82,500)						(82,500)
Provisions and OMD recoveries	176,060						176,060
Subtotal	2,881,710						2,881,710
Human Resources							
Human Resources	2,217,574						2,217,574
Less recoveries	(403,423)						(403,423)
Subtotal	1,814,151						1,814,151

Continued

2025							
	Assessed contributions & host grants, general income	Australia DFAT (Programme funding - restricted)	ACIAR (Programme funding - restricted)	New Zealand (Programme funding - restricted)	British High Commission (Programme funding - restricted)	Sweden (Programme funding - restricted)	Total core/ programme
Information Services							
General Administration	825,876						825,876
Library	239,846						239,846
General Insurance	241,625						241,625
Event Management	158,224						158,224
Less recoveries	(40,000)						(40,000)
Publications	944,060						944,060
Less recoveries	(128,093)						(128,093)
Translation and Interpretation	1,593,318						1,593,318
Less recoveries	(796,659)						(796,659)
Subtotal	3,038,197						3,038,197
TOTAL CHAPTER 10	7,734,058						7,734,058
TOTAL ADMINISTRATION EXPENDITURE	18,016,431			640,000			18,656,431
LESS: PROJECT MANAGEMENT FEE RECOVERIES	(11,777,808)						(11,777,808)
NET ADMINISTRATION EXPENDITURE	6,238,623			640,000			6,878,623
CHAPTER 11 – SELF-FUNDED UNITS							
Information Communication Technology	4,866,283						4,866,283
Less recoveries	(4,866,283)						(4,866,283)
Facilities	3,945,801						3,945,801
Less recoveries	(992,180)						(992,180)
Housing Unit	2,800,146						2,800,146
Less recoveries	(2,800,146)						(2,800,146)
Canteen	640,000						640,000
Less recoveries	(640,000)						(640,000)
TOTAL CHAPTER 11	2,953,621						2,953,621
TOTAL EXPENDITURE NET	19,775,259	14,287,242	271,841	11,254,799	853,436	1,028,515	47,471,088

Annex 3.1

Income by type and source of funding (breakdown by country or development agency) euro

	2024R				2025			
	Core	Programme	Project	Total	Core	Programme	Project	Total
METROPOLITAN MEMBERS								
Australia - DFAT	8,154,828	11,376,802	12,487,265	32,018,896	9,000,000	14,287,242	11,593,012	34,880,254
- ACIAR		275,038	1,079,087	1,354,125		271,841	323,269	595,110
Australia	8,154,828	11,651,840	13,566,352	33,373,020	9,000,000	14,559,083	11,916,281	35,475,364
France ¹	2,400,000		979,669	3,379,669	2,400,000		1,590,334	3,990,334
France	2,400,000		979,669	3,379,669	2,400,000		1,590,334	3,990,334
New Zealand	1,717,900	10,933,472	22,482,415	35,133,787	1,717,900	11,254,799	22,564,842	35,537,541
New Zealand	1,717,900	10,933,472	22,482,415	35,133,787	1,717,900	11,254,799	22,564,842	35,537,541
United Kingdom	417,900			417,900	417,900			417,900
United Kingdom	417,900			417,900	417,900			417,900
United States of America ²	1,188,000		9,372,274	10,560,274	1,188,000		11,732,454	12,920,454
United States of America	1,188,000		9,372,274	10,560,274	1,188,000		11,732,454	12,920,454
TOTAL – METROPOLITAN MEMBERS	13,878,628	22,585,312	46,400,710	82,864,648	14,723,800	25,813,882	47,803,912	88,341,594
ISLAND MEMBERS								
American Samoa	52,800			52,800	52,800			52,800
Cook Islands	43,600			43,600	43,600			43,600
Federated States of Micronesia	67,800			67,800	67,800			67,800
Fiji	162,200			162,200	162,200			162,200
French Polynesia	308,800			308,800	108,800			108,800
Guam	57,800			57,800	57,800			57,800
Kiribati	58,100			58,100	58,100			58,100
Marshall Islands	43,600			43,600	43,600			43,600
Nauru	46,200			46,200	46,200			46,200
New Caledonia	485,000			485,000	485,000			485,000
Niue	35,200			35,200	35,200			35,200
Northern Mariana Islands	52,800			52,800	52,800			52,800
Palau	43,600			43,600	43,600			43,600
Papua New Guinea	301,600			301,600	301,600			301,600
Pitcairn Islands	35,200			35,200	35,200			35,200
Samoa	72,600			72,600	72,600			72,600
Solomon Islands	72,600			72,600	72,600			72,600
Tokelau	46,200			46,200	46,200			46,200
Tonga	63,400			63,400	63,400			63,400
Tuvalu	46,200			46,200	46,200			46,200
Vanuatu	131,300			131,300	131,300			131,300
Wallis and Futuna	35,200			35,200	35,200			35,200
TOTAL – ISLAND MEMBERS	2,261,800			2,261,800	2,061,800			2,061,800
TOTAL – ALL MEMBERS	16,140,428	22,585,312	46,400,710	85,126,448	16,785,600	25,813,882	47,803,912	90,403,394
NON-MEMBERS								
Asian Development Bank (ADB)			1,670,199	1,670,199			297,374	297,374
Austrian Development Agency			177,335	177,335			350,218	350,218
British High Commission		557,333		557,333		853,436		853,436
Bureau Of Meteorology			1,156,950	1,156,950			1,377,004	1,377,004
Carbon Trust			342,011	342,011			1,031,321	1,031,321
Cawthron Institute Trust Board			23,120	23,120			42,722	42,722
Conservation International Foundation (CIF)			196,702	196,702				

Continued

ANNEX 3.1 INCOME BY TYPE AND SOURCE OF FUNDING - EURO

	2024R				2025			
	Core	Programme	Project	Total	Core	Programme	Project	Total
Danish Ministry of Foreign Affairs (Danish MoFA)			501,740	501,740			1,683,925	1,683,925
Department of Agriculture, Fisheries and Forestry			369,988	369,988			429,653	429,653
EU-Norwegian Refugee Council			52,247	52,247				
EU-Organisation of African, Caribbean and Pacific States (OACPS)			963,616	963,616			587,121	587,121
European Union (EU)			17,994,866	17,994,866			12,333,730	12,333,730
eWater Limited (EWL) Australia			73,159	73,159				
Fonds Pacifique			167,836	167,836				
Food and Agriculture Organization (FAO)			741,071	741,071			1,388,791	1,388,791
Foreign Commonwealth & Development Office - FCDO			812,868	812,868			471,991	471,991
Forum Fisheries Agency (FFA)			1,203,735	1,203,735			1,063,858	1,063,858
GLZ (Germany)			962,277	962,277			365,790	365,790
Green Climate Fund (GCF)			651,258	651,258			1,288,222	1,288,222
IUCN			53,121	53,121			207,834	207,834
International Foundation for Aids to Navigation (IFAN)			216,985	216,985				
International Maritime Organization (IMO)			207,625	207,625				
International Trade Center (ITC)			498,058	498,058				
Landcare Research New Zealand Ltd			76,350	76,350				
Ministère des Armées (France)			187,095	187,095			185,473	185,473
Network of Aquaculture Centres in Asia-Pacific (NACA)							27,066	27,066
Pacific Island Forum Secretariat (PIFS)			53,761	53,761				
Palladium International Pty Ltd			58,404	58,404				
Patrick J. McGovern Foundation			87,090	87,090				
Plan International Australia			14,935	14,935				
PNG National Fisheries Authority			11,118	11,118				
Project Funds - Multi Donors			1,231,083	1,231,083			1,729,731	1,729,731
RMI Rocky Mountain Institute			819,625	819,625				
SK INNOVATION CO LTD			43,047	43,047			28,203	28,203
Sweden (SIDA)		1,000,376		1,000,376		1,028,515		1,028,515
The Adaptation Fund Board			382,415	382,415			1,063,704	1,063,704
The Global Crop Diversity Trust			275,178	275,178			313,137	313,137
The Ocean Foundation			52,220	52,220			23,126	23,126
TRI MARINE MANAGEMENT COMPANY (TMMC)			76,272	76,272				
Tuvalu - Education Department							60,076	60,076
United Nations Development Programme (UNDP)			809,206	809,206				
United Nations Environment Programme (UNEP)			1,073,865	1,073,865			1,511,462	1,511,462
University of the South Pacific			29,952	29,952				
University of Wollongong			131,341	131,341			212,965	212,965
UNOPS (GCF)			688,779	688,779			1,699,178	1,699,178
Vital Strategies			83,887	83,887				
WCPFC ('Tuna Commission')			3,766,909	3,766,909			4,633,993	4,633,993
World Organisation for Animal Health (WOAH)			95,800	95,800				
World Bank			1,832,003	1,832,003			1,766,400	1,766,400
NON-MEMBERS		1,557,709	40,917,106	42,474,814		1,881,951	36,174,069	38,056,020
OTHER INCOME	3,034,447			3,034,447	1,988,101			1,988,101
TOTAL	19,174,875	24,143,021	87,317,815	130,635,710	18,773,701	27,695,833	83,977,980	130,447,515

¹ France project funding includes AFD

² USA project funding includes CDC and USAID

Annex 3.2

Income by type and source of funding (breakdown by country or development agency) %

	2024R				2025			
	Core	Restricted	Project	Total	Core	Restricted	Project	Total
METROPOLITAN MEMBERS								
Australia - DFAT	42.53%	47.12%	14.30%	24.51%	47.94%	51.59%	13.80%	26.74%
- ACIAR		1.14%	1.24%	1.04%		0.98%	0.38%	0.46%
Australia	42.53%	48.26%	15.54%	25.55%	47.94%	52.57%	14.19%	27.20%
France ¹	12.52%		1.12%	2.59%	12.78%		1.89%	3.06%
New Zealand	8.96%	45.29%	25.75%	26.89%	9.15%	40.64%	26.87%	27.24%
United Kingdom	2.18%			0.32%	2.23%			0.32%
United States of America ²	6.20%		10.73%	8.08%	6.33%		13.97%	9.90%
TOTAL – METROPOLITAN MEMBERS	72.38%	93.55%	53.14%	63.43%	78.43%	93.20%	56.92%	67.72%
ISLAND MEMBERS								
American Samoa	0.28%			0.04%	0.28%			0.04%
Cook Islands	0.23%			0.03%	0.23%			0.03%
Federated States of Micronesia	0.35%			0.05%	0.36%			0.05%
Fiji	0.85%			0.12%	0.86%			0.12%
French Polynesia	1.61%			0.24%	0.58%			0.08%
Guam	0.30%			0.04%	0.31%			0.04%
Kiribati	0.30%			0.04%	0.31%			0.04%
Marshall Islands	0.23%			0.03%	0.23%			0.03%
Nauru	0.24%			0.04%	0.25%			0.04%
New Caledonia	2.53%			0.37%	2.58%			0.37%
Niue	0.18%			0.03%	0.19%			0.03%
Northern Mariana Islands	0.28%			0.04%	0.28%			0.04%
Palau	0.23%			0.03%	0.23%			0.03%
Papua New Guinea	1.57%			0.23%	1.61%			0.23%
Pitcairn Islands	0.18%			0.03%	0.19%			0.03%
Samoa	0.38%			0.06%	0.39%			0.06%
Solomon Islands	0.38%			0.06%	0.39%			0.06%
Tokelau	0.24%			0.04%	0.25%			0.04%
Tonga	0.33%			0.05%	0.34%			0.05%
Tuvalu	0.24%			0.04%	0.25%			0.04%
Vanuatu	0.68%			0.10%	0.70%			0.10%
Wallis and Futuna	0.18%			0.03%	0.19%			0.03%
TOTAL – ISLAND MEMBERS	11.80%			1.73%	10.98%			1.58%
TOTAL – ALL MEMBERS	84.17%	93.55%	53.14%	65.16%	89.41%	93.20%	56.92%	69.30%
NON-MEMBERS								
Asian Development Bank (ADB)			1.91%	1.28%			0.35%	0.23%
Austrian Development Agency			0.20%	0.14%			0.42%	0.27%
British High Commission		2.31%		0.43%		3.08%		0.65%
Bureau Of Meteorology			1.32%	0.89%			1.64%	1.06%
Carbon Trust			0.39%	0.26%			1.23%	0.79%
Cawthron Institute Trust Board			0.03%	0.02%			0.05%	0.03%
Conservation International Foundation (CIF)			0.23%	0.15%				
Danish Ministry of Foreign Affairs (Danish MoFA)			0.57%	0.38%			2.01%	1.29%
Department of Agriculture, Fisheries and Forestry			0.42%	0.28%			0.51%	0.33%

Continued

	2024R				2025			
	Core	Restricted	Project	Total	Core	Restricted	Project	Total
EU-Norwegian Refugee Council			0.06%	0.04%				
EU-Organisation of African, Caribbean and Pacific States (OACPS)			1.10%	0.74%			0.70%	0.45%
European Union (EU)			20.61%	13.77%			14.69%	9.45%
eWater Limited (EWL) Australia			0.08%	0.06%				
Fonds Pacifique			0.19%	0.13%				
Food and Agriculture Organization (FAO)			0.85%	0.57%			1.65%	1.06%
Foreign Commonwealth & Development Office - FCDO			0.93%	0.62%			0.56%	0.36%
Forum Fisheries Agency (FFA)			1.38%	0.92%			1.27%	0.82%
GIZ (Germany)			1.10%	0.74%			0.44%	0.28%
Green Climate Fund (GCF)			0.75%	0.50%			1.53%	0.99%
IUCN			0.06%	0.04%			0.25%	0.16%
International Foundation for Aids to Navigation (IFAN)			0.25%	0.17%				
International Maritime Organization (IMO)			0.24%	0.16%				
International Trade Center (ITC)			0.57%	0.38%				
Landcare Research New Zealand Ltd			0.09%	0.06%				
Ministère des Armées (France)			0.21%	0.14%			0.22%	0.14%
Network of Aquaculture Centres in Asia-Pacific (NACA)							0.03%	0.02%
Pacific Island Forum Secretariat (PIFS)			0.06%	0.04%				
Palladium International Pty Ltd			0.07%	0.04%				
Patrick J. McGovern Foundation			0.10%	0.07%				
Plan International Australia			0.02%	0.01%				
PNG National Fisheries Authority			0.01%	0.01%				
Project Funds - Multi Donors			1.41%	0.94%			2.06%	1.33%
RMI Rocky Mountain Institute			0.94%	0.63%				
SK INNOVATION CO LTD			0.05%	0.03%			0.03%	0.02%
Sweden (SIDA)		4.14%		0.77%		3.71%		0.79%
The Adaptation Fund Board			0.44%	0.29%			1.27%	0.82%
The Global Crop Diversity Trust			0.32%	0.21%			0.37%	0.24%
The Ocean Foundation			0.06%	0.04%			0.03%	0.02%
TRI MARINE MANAGEMENT COMPANY (TMMC)			0.09%	0.06%				
Tuvalu - Education Department							0.07%	0.05%
United Nations Development Programme (UNDP)			0.93%	0.62%				
United Nations Environment Programme (UNEP)			1.23%	0.82%			1.80%	1.16%
University of the South Pacific			0.03%	0.02%				
University of Wollongong			0.15%	0.10%			0.25%	0.16%
UNOPS (GCF)			0.79%	0.53%			2.02%	1.30%
Vital Strategies			0.10%	0.06%				
WCPFC ('Tuna Commission')			4.31%	2.88%			5.52%	3.55%
World Organisation for Animal Health (WOAH)			0.11%	0.07%				
World Bank			2.10%	1.40%			2.10%	1.35%
NON-MEMBERS		6.45%	46.86%	32.51%		6.80%	43.08%	29.17%
OTHER INCOME	15.83%			2.32%	10.59%			1.52%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100.00%

¹ France project funding includes AFD

² USA project funding includes CDC and USAID

Annex 4

SPC budget parameters

	2024	2024R	2025–2027
EXCHANGE RATES			
SDR/Euro (Suva)	1.30	1.30	1.30
SDR/Euro (Noumea)	1.30	1.30	1.30
FJD/Euro	0.45	0.43	0.43
AUD/Euro	0.60	0.60	0.60
NZD/Euro	0.55	0.55	0.55
USD/Euro	0.85	0.90	0.90
PROVISIONS, ALLOWANCES, ENTITLEMENTS, ETC.			
Provident Fund (statutory)	8.0%	10.0%	10.0%
Medical/Life insurance	8.0%	9.0%	9.0%
Housing subsidy	as per current policy	as per current policy	as per current policy
PAI repatriation provision	Estimate of actual cost	Estimate of actual cost	Estimate of actual cost
Child allowance (PAL Noumea staff)	Euro 62.85 pm/child	Euro 62.85 pm/child	Euro 62.85 pm/child
Education allowance (PAI staff)	Estimate of actual cost	Estimate of actual cost	Estimate of actual cost
Market increase	1.5%	1.5%	1.5%



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