



Pacific
Community
Communauté
du Pacifique

Resource Mobilisation Strategy 2023–2025

November 2023



Resource Mobilisation Strategy 2023–2025

November 2023



Pacific
Community
Communauté
du Pacifique

© Pacific Community (SPC) 2024

All rights for commercial/for profit reproduction or translation, in any form, reserved. SPC authorises the partial reproduction or translation of this material for scientific, educational or research purposes, provided that SPC and the source document are properly acknowledged. Permission to reproduce the document and/or translate in whole, in any form, whether for commercial/for profit or non-profit purposes, must be requested in writing. Original SPC artwork may not be altered or separately published without permission.

Original text: English

Pacific Community Cataloguing-in-publication data

Resource Mobilisation Strategy 2023-2025 / Pacific Community

1. Finance, Public – Oceania.
2. Saving and investment – Oceania.
3. Corporations – Finance – Oceania.
4. Monetary policy – Oceania.
5. Sustainable development – Finance – Oceania.
6. Income – Oceania.

I. Title II. Pacific Community

339.4995

AACR2

ISBN: 978-982-00-1538-8

Cover photo: SPC/Patrick Dancel

Prepared for publication and printed at SPC's headquarters,
B.P. D5, 98848 Noumea Cedex, New Caledonia, 2024
www.spc.int | spc@spc.int

Contents

Executive summary	1
Strategic goals	2
Key focus areas – pillars	2
Pillar 1: Income flexibility	3
Pillar 2: SPC value	3
Pillar 3: One SPC needs	3
Introduction	5
1.1 The Pacific Community	5
1.2 Pacific partnership and funding principles	5
1.3 Intended users of the RMS	6
Resource mobilisation	7
2.1 Key challenges to address	7
2.2 What is resource mobilisation?	7
2.3 Strategic drivers	8
2.4 Progress to date	9
What we've learnt	11
Strategic alignment	12
3.1 Alignment to SPC <i>Strategic Plan 2022–2031</i>	12
SPC vision statement	12
SPC mission statement	12
Implementing our strategic plan	12
Our development goals	13
Pathways and key focus areas (KFAs)	13
3.2 Alignment to <i>2050 Strategy for the Blue Pacific Continent</i>	13
3.3 Connection of strategies	16
Strategic goals	17
4.1 Flexible funding	18
4.2 Cornerstone flagship programme funding	18
4.3 Strategic enablers	19
Three key pillars	21
5.1 Pillar 1: Income flexibility	22
5.2 Pillar 2: SPC value	22
5.3 Pillar 3: One SPC needs	23
Risk mitigation	24
6.1 Attracting and retaining capability	24
6.2 Aligning our business plans and funding	24
6.3 Organisational readiness for revenue source diversity	24
Where we will start	25
7.1 Embedding the RMS 2023–2025	25
7.2 Growing capacity and capability	25
7.3 Creating the right culture	25
7.4 Year 1 focus	25
7.5 Year 2 and beyond	25

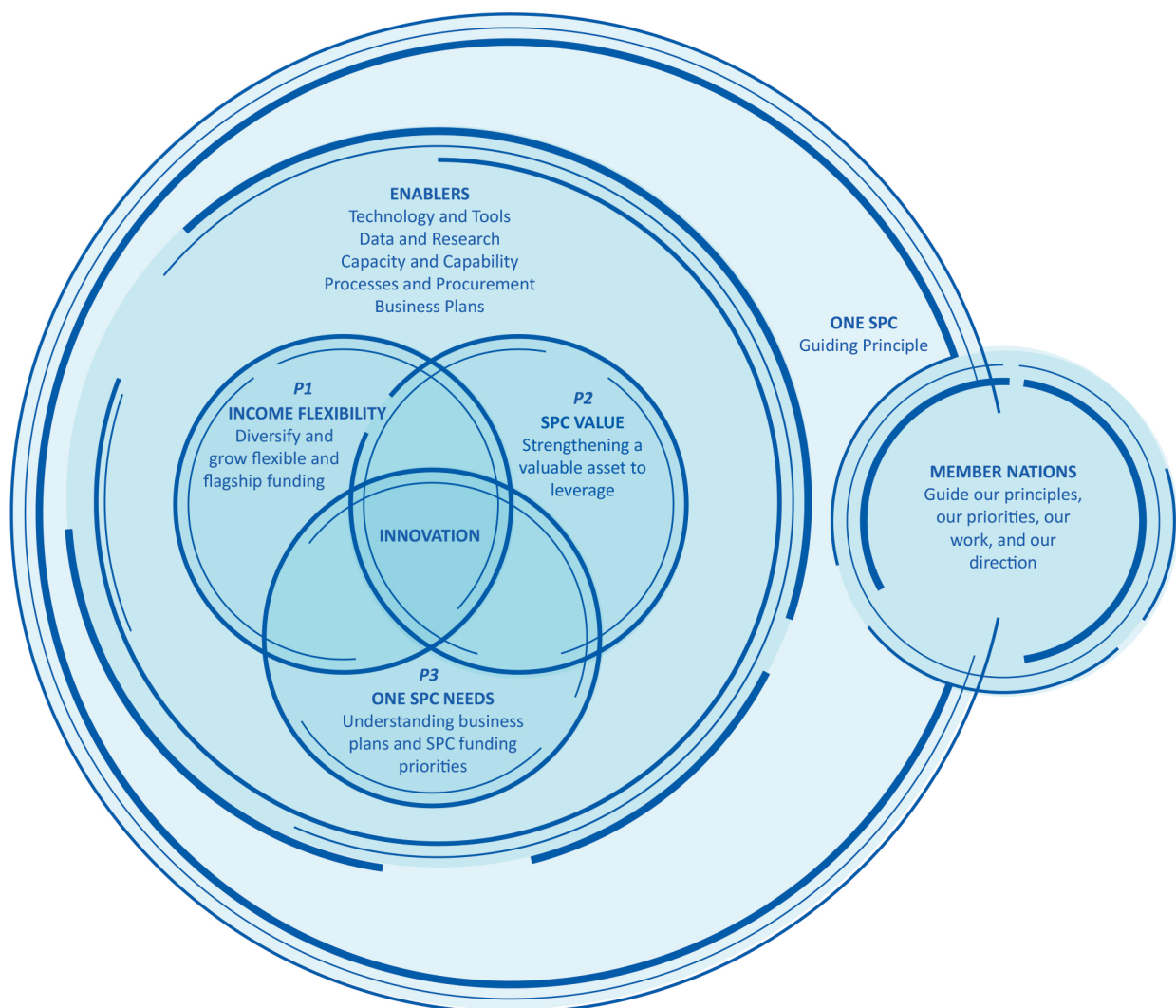
Please also refer to the Supplementary Brief: Historical Funding for additional context



Executive summary

The Pacific Community (SPC) has developed a *Resource Mobilisation Strategy 2023–2025* (RMS) to be the primary vehicle for guiding and cohering our resource mobilisation and business development efforts to achieve the strategic goals articulated in SPC’s *Strategic Plan 2022–2031*. The RMS derives inspiration and guidance from our strategic plan, the *2050 Strategy for the Blue Pacific Continent*, and the Pacific Aid Effectiveness Principles adopted in Koror, Palau, in 2007.

Two challenging and ambitious strategic goals have been defined for this three-year plan – and both are audacious goals for this timeframe. The deliberate three-year timeline aligns with the temporal milestones set forth in SPC’s strategic plan, while offering flexibility and adaptability to swiftly respond to evolving financial conditions and unforeseen shocks.



Strategic goals

Generate an increase in flexible funding to support the realisation of the long-term key focus areas set out in SPC's Strategic Plan 2022–2031.

Secure “cornerstone” funding partnerships to build capability and ensure the financial sustainability of the flagship programmes.

Key focus areas – pillars

Key focus areas and success statements are essential components of any resource mobilisation strategy.

Key focus areas are described as “pillars” in this document and provide guidance for the direction of effort, and outline the areas that need to be prioritised in the period 2023–2025. These have been categorised into three pillars that intersect with each other, requiring collaboration and integration from all of SPC's resource mobilisation and partnership relationship holders across the organisation:

Pillar 1. *Income flexibility: Diversify and grow flexible and flagship funding.*

Pillar 2. *SPC value: Strengthening a valuable asset to leverage (brand value).*

Pillar 3. *One SPC needs: Understanding business plans and other SPC funding priorities.*

By identifying and concentrating on these three pillars, SPC will proactively and adeptly align efforts to bolster our business plans in real-time, including seizing opportunities as they arise, while concurrently forging a path towards the realisation

of longer-term objectives that contribute to KFA 7 of SPC's strategic plan – transforming institutional effectiveness. This helps to ensure that everyone at SPC is working towards mobilising resources in a coherent and coordinated manner.

Success statements, on the other hand, provide a clear definition of what success looks like for each pillar. They outline the strategic financial and relationship outcomes that SPC wants to achieve and the metrics that will be used to measure progress towards these outcomes. Having success statements ensures there is clarity throughout SPC around what is needed to contribute to mobilising resources for business plans and towards achieving KFA 7, and provides a means of tracking progress, as well as helping to identify areas where additional staffing or other resources may be necessary.

Overall, key focus areas described in this document as pillars, and success statements, are the critical components of this RMS as they provide a roadmap for ensuring that SPC is in a financial position to deliver on its *Strategic Plan 2022–2031*.

Pillar 1: **Income flexibility**

Key strategic partnership agreements are renegotiated. The quality of those agreements is sustained or improved by growing funding amounts, the length of grant terms, or reducing constraints, including unnecessary administrative burden, on funding.

The mix and value of flexible funding has grown, enabling financial predictability, sustainability, and long-term planning.

All four flagship programmes have “cornerstone” funding secured with partners meaningfully aligned to SPC in terms of the organisation’s values, mission, and value proposition.

Funding portfolio becomes more diversified by developing new partnerships of scale.

Pillar 2: **SPC value**

Improved organisational understanding of the importance of brand value and how it can generate value in supporting funding for the Pacific.

SPC’s Results Framework supported through storytelling and collateral to enhance organisational credibility, drive engagement, and upskill donors and partners to understand Pacific-centric definitions of accountability and measures of success.

SPC’s 76-year legacy of delivering outcomes for the Pacific effectively integrated into prospecting collateral and negotiations.

Pillar 3: **One SPC needs**

PIRMO and the SPC-wide internal resource mobilisation network has a strong understanding of organisational investment needs through a good grasp of our business plans and flagship designs. Resource mobilisation efforts at every level are guided by this understanding.

Coherent, coordinated, and integrated efforts where multiple divisions are negotiating with the same funder.

The design and establishment of the flagship programmes are financially supported in a tailored manner, aligning cross-cutting intersectional policies, our business cases, and strong values-alignment between funders and SPC.





Enginkhelap



Kaitiakitanga



Gida Gaituvwa



Aroha

As wayfinders seeking to converge the world of international capital and finance with our Pacific way, we use these values as our navigational markers.

Setting the scene

Introduction

1.1 The Pacific Community

Originally called the South Pacific Commission, our unique organisation was founded in Australia in 1947 by treaty between the six ‘participating governments’ that then administered territories in the Pacific Islands region: Australia, France, New Zealand, the Netherlands, the United Kingdom and the United States of America.

They established the organisation under the Canberra Agreement to restore stability to a region that had experienced the turbulence of the Second World War, to assist in administering their dependent territories and to benefit the people of the Pacific.

The name, South Pacific Commission, was changed to Pacific Community at the 50th anniversary conference in 1997 to reflect the organisation’s Pacific continent-wide membership. Our 27-strong membership comprises the 22 Pacific Island countries and territories (PICTs) along with five of the original founders (the Netherlands withdrew in 1962 when they relinquished their Pacific interests). The abbreviation ‘SPC’ was retained, given its wide use and recognition throughout the Pacific.

The *SPC Strategic Plan 2022–2031* represents and records a symbolic inflection point in SPC’s historical evolution. Members reinforced SPC’s identity as a Pacific organisation that interweaves science, technology and innovation with cultural wisdom and indigenous knowledge for our region’s collective betterment. This is a testament of how SPC has proudly served its members for more than 76 years. This document draws inspiration from this important moment and integrates the vision and mission of our members as articulated in the strategic plan – together, we are voyaging towards a resilient Pacific.

1.2 Pacific partnership and funding principles

The Pacific leaders and community continuously review the principles that guide and strive for partnerships that demonstrate and embrace Pacific values. Hence, the RMS draws its foundation and strategic insights from the Pacific Aid Effectiveness Principles of 2007, specifically Principles 2 to 5. These principles call for multi-year funding commitments driven by national needs, Pacific ownership of regional development, country and partner pursuit of coordinated approaches and strengthened institutional mechanisms.

The RMS was developed further based on a comprehensive literature review of other relevant national, regional and global instruments. These include the *2050 Strategy for the Blue Pacific Continent*, Pacific Islands Forum communiqués, Forum Chair statements in global arenas such as the G7, national policy statements and development plans, Forum Finance and Economic meeting outcomes documents (Forum Economic Officials Meeting and Forum Economic Ministers Meeting) and the 2023 partnership and donor engagement principle for Forum Fisheries Agency (FFA). The FFA principles resonate with the RMS as they call for inclusive partnership and mutual accountability in project design, transparency and management of conflicts of interest.

And lastly, the RMS draws on global instruments such as the principles of the 2005 Paris Declaration on Aid Effectiveness and the Paris Agreement. We recall the Pacific leadership was once again highlighted on the global stage when Pacific countries were among the first in the world to ratify the Paris Agreement. The RMS draws inspiration from the Paris Agreement’s financial framework and key operating principle, reaffirming “that developed countries should take the lead in providing financial assistance to countries that are less endowed and more vulnerable, while for the first time also encouraging voluntary contributions by other Parties.”

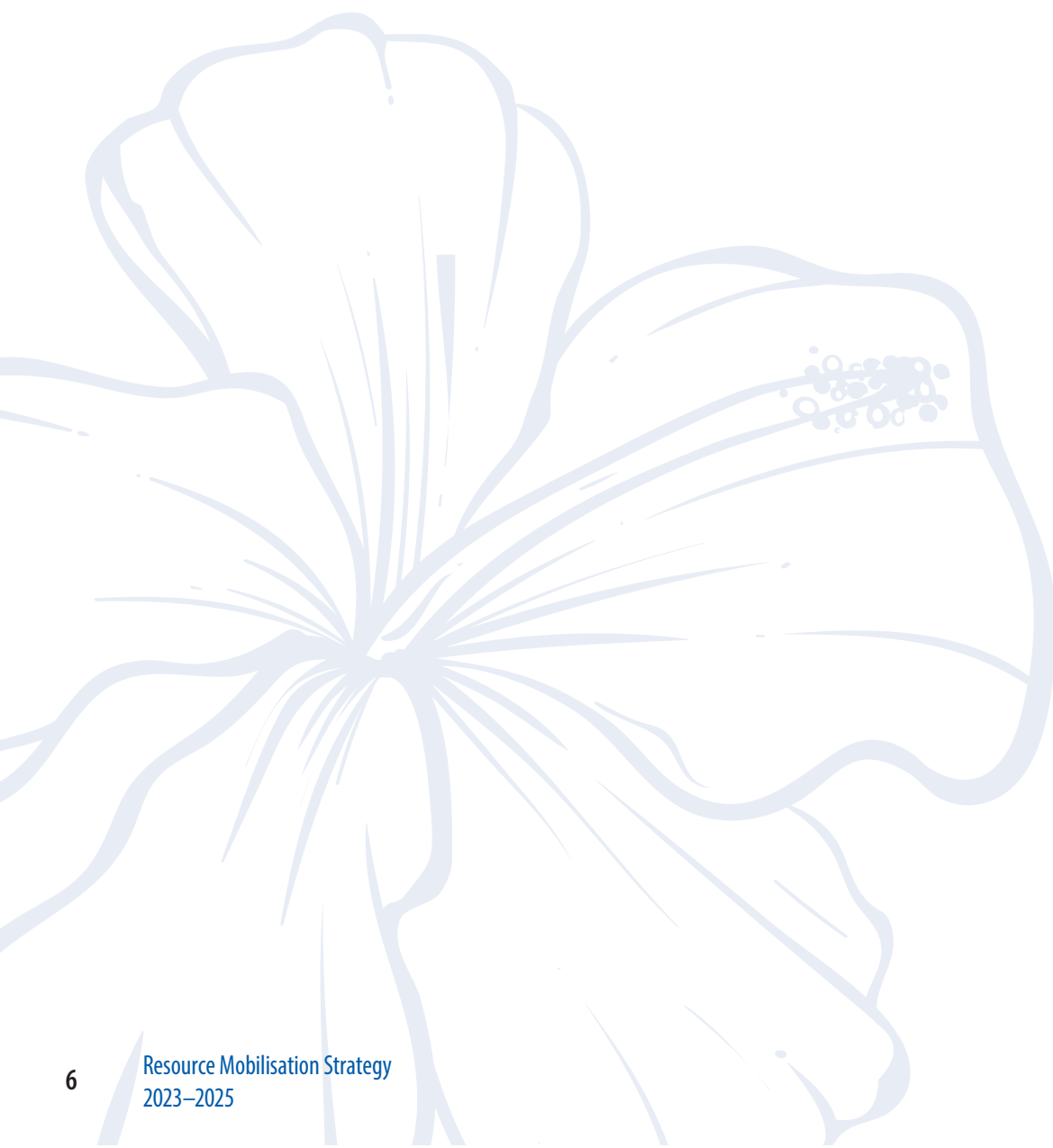
1.3 Intended users of the RMS

The RMS is primarily designed for internal SPC stakeholders as its intended users. These key stakeholders include the Senior Leadership Team, Legal and Finance teams, the Strategy, Performance and Learning unit and the Communications unit, resource mobilisation officers across all divisions, and the Partnerships, Integration and Resource Mobilisation Office (PIRMO).

While strategic partners and donors may express interest in the document, its primary focus lies in providing strategic guidance and direction to the internal teams involved in mobilising resources towards executing their business plans as the institutional mechanism for implementing our *Strategic Plan 2022–2031*.

This RMS serves as an internal roadmap, fostering integration and collaboration, aligning strategic and operational business development efforts, and empowering SPC’s internal stakeholders to strategically allocate resources, seize opportunities and achieve the ambitious objectives outlined in our strategic plan.

As SPC’s first enterprise-level resource mobilisation strategy, we hope to learn a lot from our staff, from our members, and from our partners as we implement the RMS – using our SPC values as navigational markers.



Resource mobilisation

2.1 Key challenges to address

A range of funding challenges exist at SPC that are impacting our ability to deliver on the seven key focus areas (KFAs) of SPC's *Strategic Plan 2022–2031*, including the constrictive nature of project funding which makes up the substantial component of SPC's budgetary framework and the unpredictability of income. The nature and proportion of inflexible funding means that we are hampered in our ability to support cross-cutting, long-term challenges that face the region such as climate change and food systems (KFAs from the *Strategic Plan 2022–2031*).

Increasing access to more flexible and unrestricted funding will not only allow SPC to pivot to address shocks, it will also allow key staffing positions to be acquired and retained for longer than on a contract-by-contract basis, which can be less than three years at a time. Diverse and innovative sources of flexible funding need to be explored to enable SPC to secure capability right across the organisation, including in Operations and Integration, to support KFA 7 in the SPC strategic plan, and to achieve improved financial sustainability and predictability for the long term, to complement funding sourced from our reliable existing main donors.

Member countries are expressing frustration at the slowness and complexity of accessing climate finance and flexible unrestricted funding, and lack of accessibility in general, at regional and global meetings. This is a long-standing theme in the region and among developing countries, and one for which the RMS aims to provide solutions.

2.2 What is resource mobilisation?

At SPC, resource mobilisation is defined as an **adaptive framework that advocates having the right type of resource at the right time at the right price by making the right use of acquired resources and ensuring optimum usage.**

Taking an expansive approach, the working definition refers to all activities involved in securing new and additional resources. To ensure alignment with SPC's approach to integration as articulated throughout SPC's *Strategic Plan 2022–2031*, the definition of resource mobilisation would accentuate the process around how to make better use of, and optimise, existing resources.

While resource mobilisation focuses on the generation and use of funding in this context, it is with a view to delivering in a targeted way on member countries' needs encapsulated by business plans, and ensuring the right resourcing capability and capacity exists and can be retained, to deliver on the long-term work planned.

Opportunities exist to become more efficient and effective with the funding that SPC already generates. Diversifying the type and source of funding will enhance delivery and enable integration of the new flagship programmes into SPC. Deriving a focus on what "good money" resembles goes beyond just the type of funding sought but establishing what that funding will enable and the key challenges being targeted.

Investigation into what a "good funder" would be for SPC requires a holistic Pacific-centric view of the partnership. This goes beyond just the level of funding available and requires assessing the strategic alignment of how the partnership can support the SPC *Strategic Plan 2022–2031* goals for the region, with the strongest emphasis being placed on Pacific values and values-alignment.

2.3 Strategic drivers

The strategic drivers below were informed by public statements and insights gained from PICTs throughout the development of SPC's *Strategic Plan 2022–2031* and the *2050 Strategy for the Blue Pacific Continent*, and have laid the foundation for the RMS' key pillars to be centred around. Developing solutions to these strategic drivers and acting upon those solutions as an integrated One SPC will guide resource mobilisation at SPC for the next three years.

Member priorities: drive our efforts.

***Generation: diverse types of funding are needed.
Be more efficient and effective at generating and utilising
that funding.***

***Credibility: Establish and maintain organisational
credibility and reputation to maintain our “brand value” and
relevance with members and partners alike.***

***Action: Member priorities are interwoven and integrated
throughout our flagships and business plans.
Vector the intersection between partner interests and
member priorities.***

2.4 Progress to date

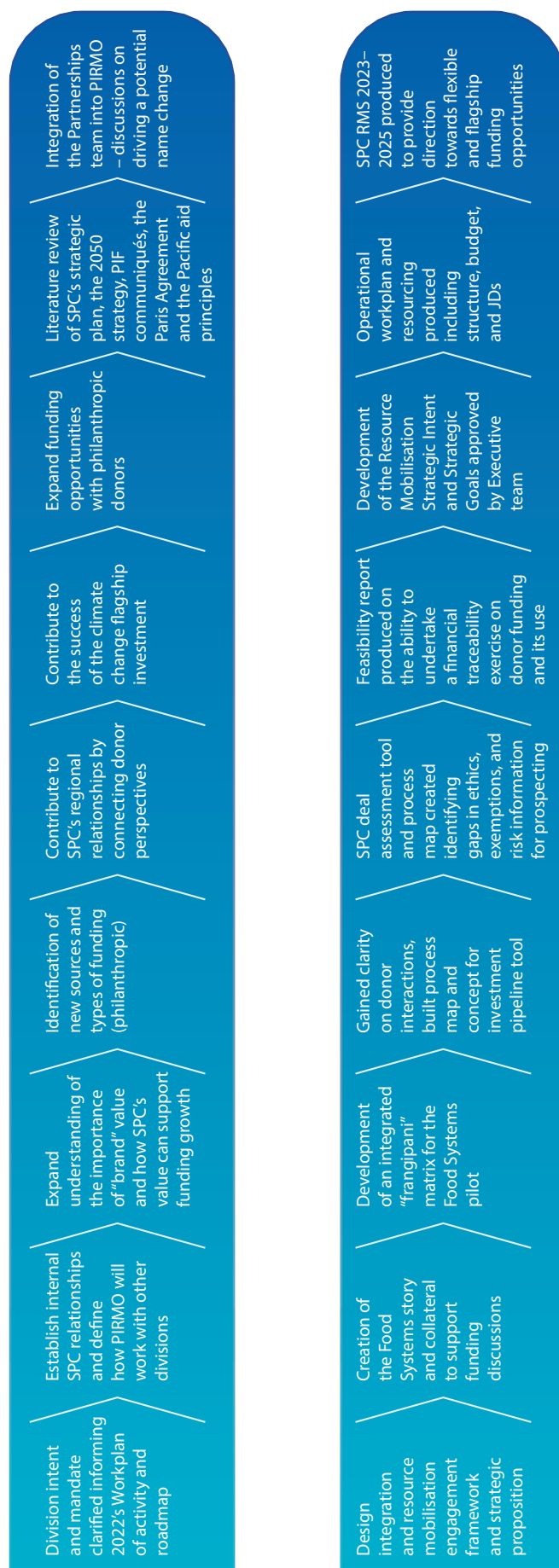
Arriving at SPC Headquarters amid the COVID-lockdown of December 2021, the Director of Integration and Resource Mobilisation Office began work with a focus on maintaining a balance between delivering against strategic outcomes and laying the foundations for the new unit. During 2022, the partnership management function at SPC was redirected and included within the IRMO unit. This unit at SPC is now known as Partnerships, Integration, and Resource Mobilisation Office (PIRMO) and is responsible for managing strategic partnerships that are likely to advance member needs and priorities as encapsulated within *Strategic Plan 2022–2031*, through to identifying and securing funding and contributing to the contractual delivery against those funding partnerships. These functions provide a holistic lifecycle approach to funding that will empower how SPC will approach the funding conversation with potential donors as well as assisting with exploring innovative ways on where future funding is sourced from.

Over the past year, there has been a focus on understanding Pacific approaches and negotiating positions in the climate finance space, understanding Pacific expressions of frustrations around access to development and climate finance, reviewing existing regional and global instruments relating to development finance – drawing foundational concepts from the Pacific Aid Effectiveness Principles – and testing innovative approaches to diversify and optimise our funding streams. We have identified some processes and tools needed to effectively manage and track these new funding sources and what gaps exist in our processes that need to be developed to improve our agility. We have engaged with strategic partners, new partners and donors to better understand current and future capital predictions and to ensure that our fundraising efforts align with our business plans (i.e. Pacific priorities) as well as matching donor funding priorities. The platform of work outlined below has provided valuable information and insights which has been used to establish the direction for this resource mobilisation strategy.



Strategy priorities

The approach to creation of strategies, operational planning, and key tools and processes:



Operational tools and processes

What we've learnt

Building relationships is fundamental to the success of this new unit:

- Internally to create collaborative environments and understand business plan needs
- Externally with member officials, CROP agencies and with new and existing funding partners.

“Quick wins” currently take longer to realise than they should due to a lack of processes, tools, or integrated One SPC approach to resource mobilisation.

Information on partnerships and relationships are not managed centrally – there are pockets of information in different formats and completeness across SPC.

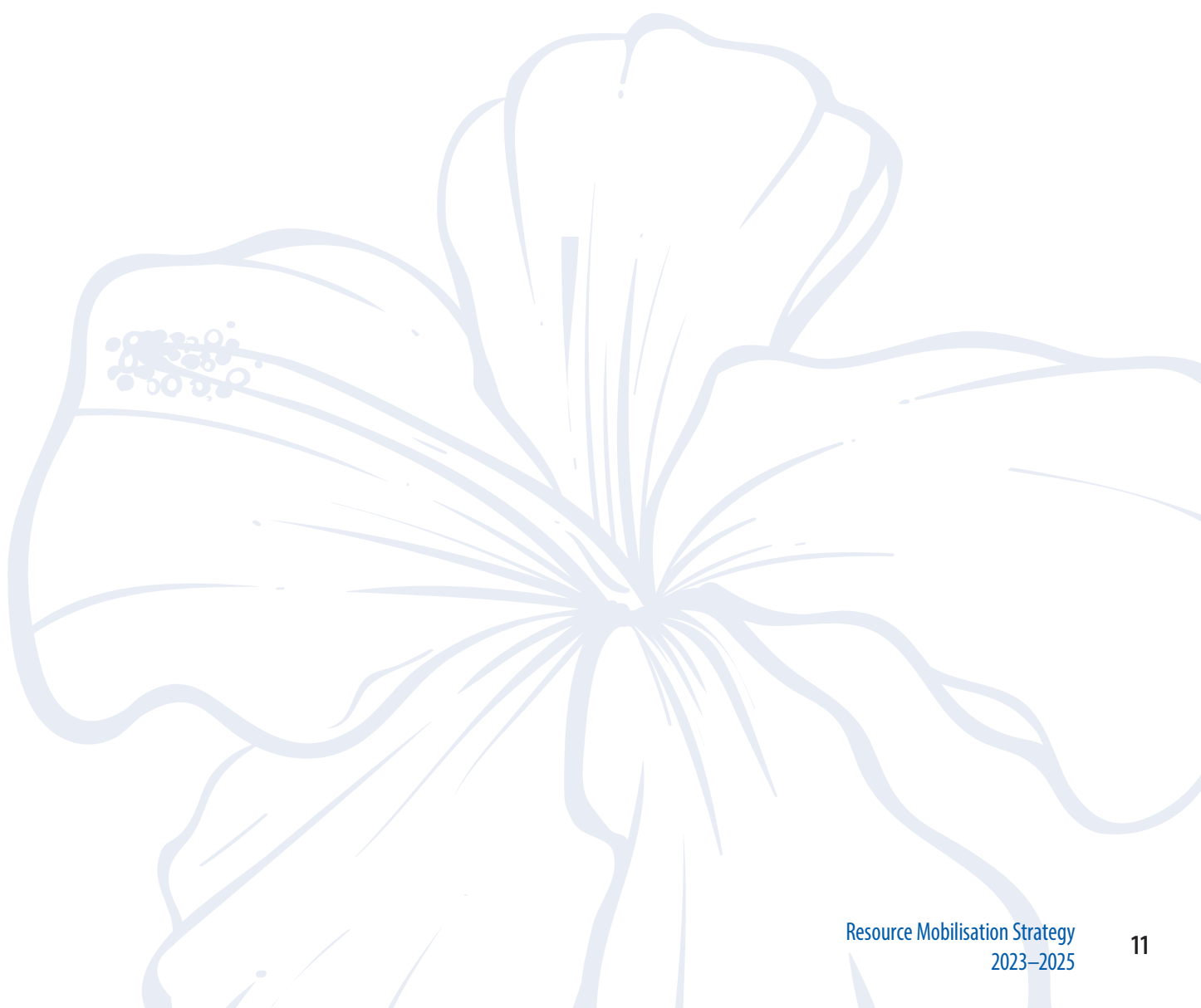
With such a vast scale of opportunity in front of us, team resourcing is a high priority.

The resource mobilisation process is long and time-intensive (approximately 9–18 months on average)

- Building relationships
- Understanding process to unlock funding
- Aligning member country needs to a funding plan – how do we deliver the most impact to achieve the outcomes?

The required building blocks need to be in place to onboard resources effectively – articulating purpose and responsibilities for each staff member.

- Strategic intent and strategic plan
- Defined structure and resourcing plan
- Initial workplans to inform Job Descriptions



Strategic alignment

This strategy has incorporated key elements of, and is aligned with:

- the organisational *Strategic Plan 2022–2031*.
- the regional *2050 Strategy for the Blue Pacific Continent*.



3.1 Alignment to SPC Strategic Plan 2022–2031

SPC vision statement

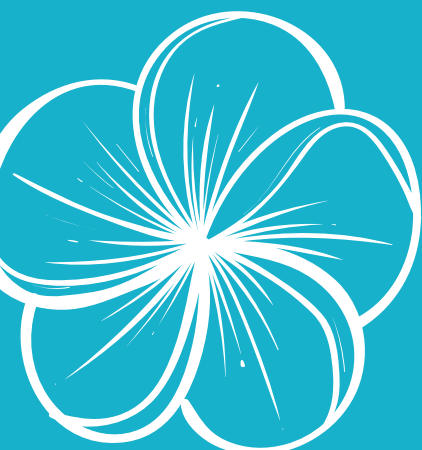
“We are voyaging towards a resilient Pacific. A region of peace, harmony and prosperity, where all our people and communities live safe, free, healthy sustainable and productive lives. As wayfinders, our paths are intertwined with the culture, environment and resources of our Blue Pacific Continent. We recognise our role as stewards of our Pacific Ocean and are responding with urgent collective action to the threat of climate change.”

SPC mission statement

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

Implementing our strategic plan

“Our strategic efforts will be guided by our business plans, and we will continue to grow our flexible multi-year programmatic and outcomes-based funding for financial sustainability. Our pursuit of resource mobilisation will continue through strategic partnerships and accreditations.”



Our development goals

The Pacific Community contributes to four development goals for a unified, safe, just, equitable and resilient Blue Pacific. The RMS directly contributes to the first and fourth goal while supporting the realisation of the second and third goals.

Goal 1:

All Pacific people benefit from sustainable development.

Goal 2:

All Pacific communities and cultures are empowered and resilient.

Goal 3:

All Pacific people reach their full potential and live long and healthy lives.

Goal 4:

One SPC delivers integrated programmes through streamlined services.

Pathways and key focus areas (KFAs)

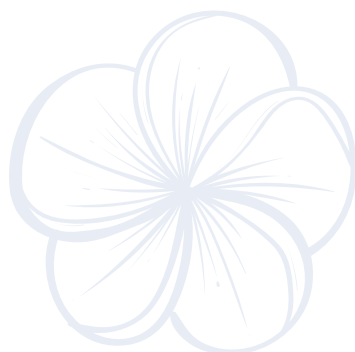
Five pathways guide the high-level actions towards the development goals across SPC's KFAs and the same pathways are critical for the realisation of the RMS. These pathways are:

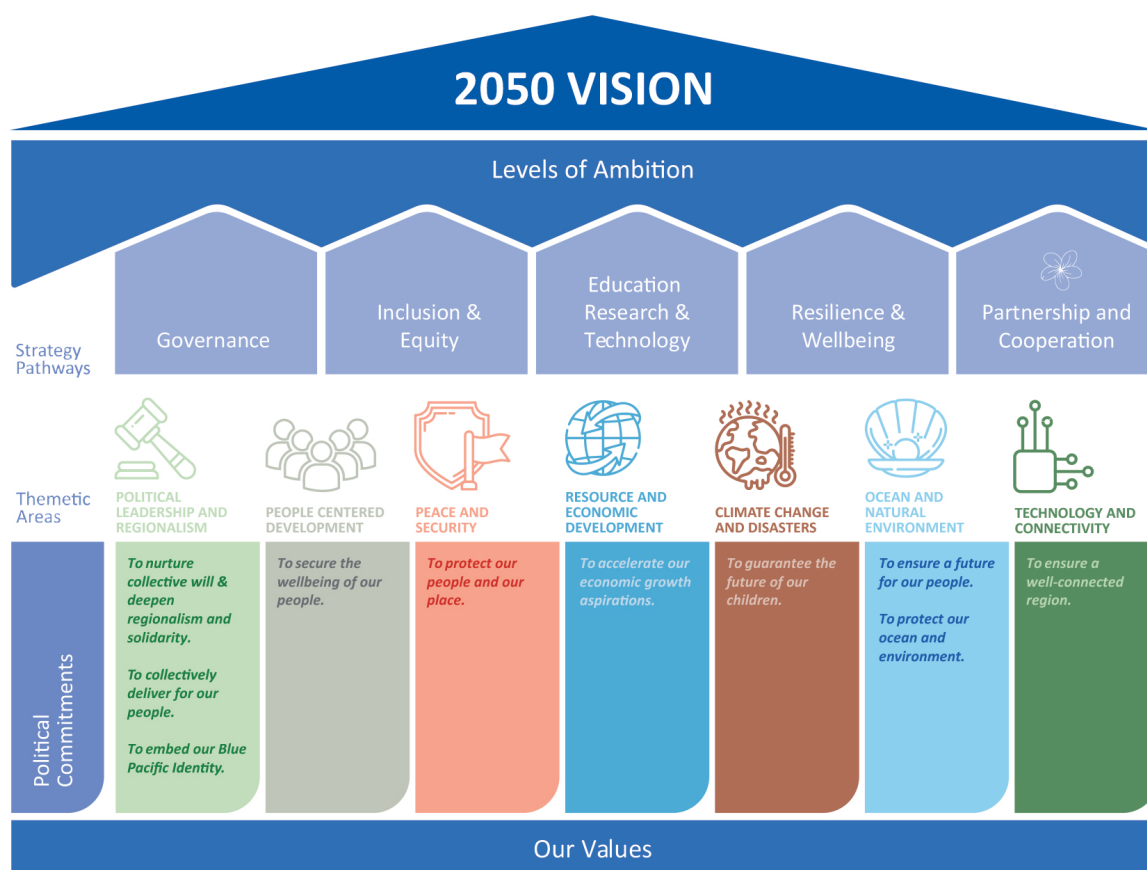
- Policy-to-action
- Data, statistics, and knowledge
- Innovation and research
- Digitalisation and technology
- Capability and influence.

The RMS aligns the strongest with KFA7 – Transforming Institutional Effectiveness: Innovative partnerships based on shared values are demonstrating genuine collaboration with members and between partners for impact.

3.2 Alignment to 2050 Strategy for the Blue Pacific Continent

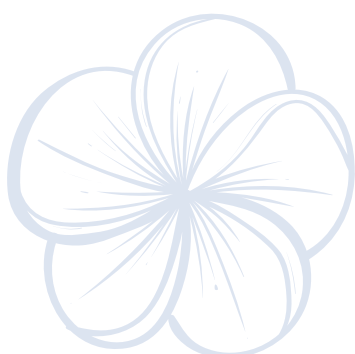
The RMS will make a strong contribution to the resources and economic development thematic area (in particular), in the 2050 Strategy for the Blue Pacific Continent.





This thematic area highlights the importance of accelerating the region’s economic growth aspirations through strengthened ownership, and by ensuring the sustainable management and development of the region’s natural and human resources.

The primary strategic pathway that the resource mobilisation area supports is Partnerships and Cooperation while also contributing to the four other strategic pathways within this thematic area.



Thematic area

Resources and economic development

Present situation

The region is a global leader in resource management in some areas including, for example, highly migratory fisheries. Despite this, the region continues to face a number of challenges linked to the impacts of climate change, declining forest cover and loss of biodiversity with a significant depletion of certain natural resources.

At the regional level there have been efforts to strengthen engagement with the private sector and increase the focus on youth and women’s employment and entrepreneurship. The region continues to face a range of economic challenges leading to inequality, high youth unemployment, and high cost of imported products required for infrastructure improvements. There is also lack of consideration of traditional knowledge and indigeneity in scientific and other research agenda.

Strategic pathways

Governance

Strengthen regional mechanisms, including community involvement to reflect cultural values and traditional knowledge, to build a greater level of accountability and transparency to address the sustainable management and development of resources.

Inclusion and equity

Increase opportunities for all Pacific peoples including women and girls to engage in economic activity including in the management of their resources and further development of medium, small and micro-enterprises, including in cultural industries and professional sport.

Education, research and technology

Adopt appropriate scientifically based research, technology and forms of innovation to enhance economic policy development and the sustainable management and value-added development of the region's resources.

Resilience and wellbeing

Strengthen the resilience of Pacific economies, including through the sustainable management and development of the region's resources, reflecting the value of our ecosystem goods and services.

Partnerships and cooperation

Ensure strategic and genuine regional and international partnerships to accelerate economic growth, value our ecosystem goods and services, and harness blue and green economies.

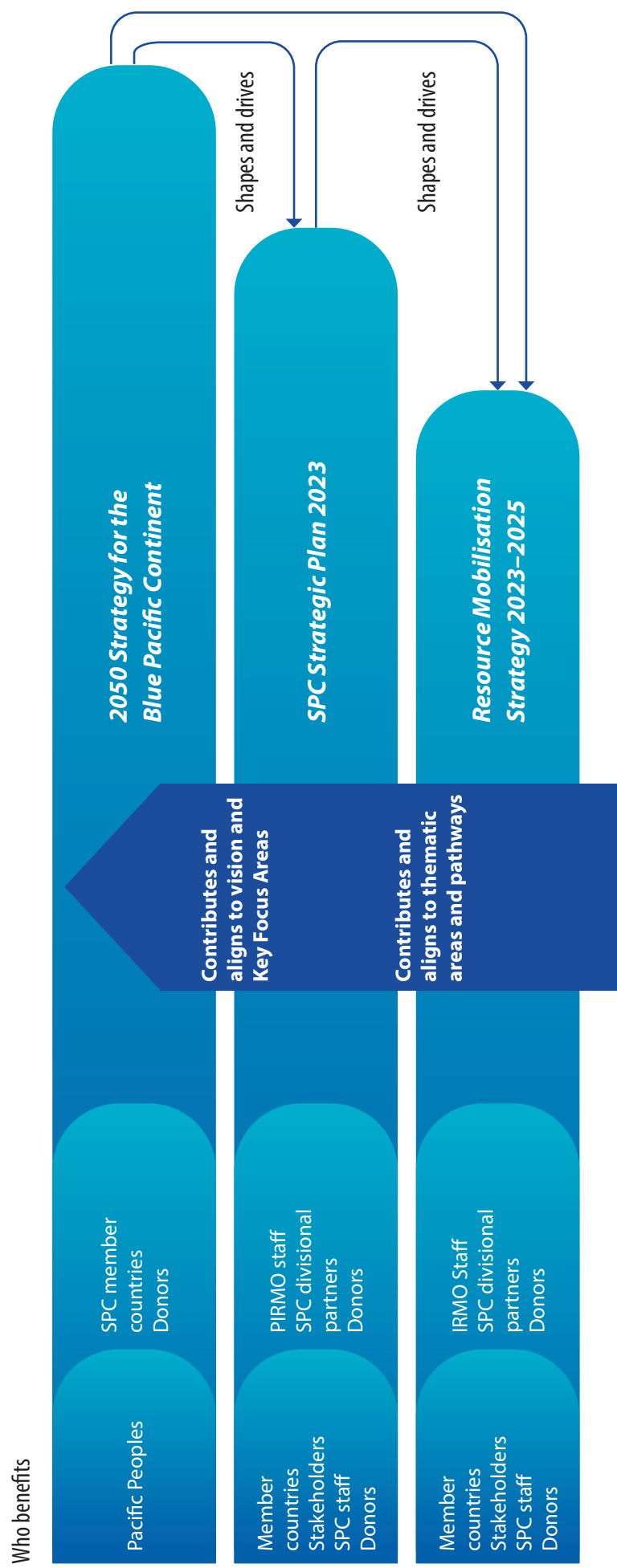


Credit: SPC / Patrick Dancel

3.3 Connection of strategies

As highlighted in previous sections, the RMS contributes and aligns with the Resources and Economic Development thematic area in the *2050 Strategy for the Blue Pacific Continent*, as well as the other thematic areas. The Partnership and Cooperation pathway under Resources and Economic Development is of relevance. When it comes to SPC's strategic plan, the RMS aligns the strongest with KFA 7 Transforming Institutional Effectiveness: Innovative partnerships.

Each of these the key strategies have contributors, enactors, and beneficiaries in common.



Resource Mobilisation Strategy

Strategic goals

Strategic goals are critical for resource mobilisation as they provide the direction that SPC will be growing towards and supports the development of a roadmap for achieving long-term success. This ensures that RMS key pillars and workplan activities are aligned with the overall strategy enabling a cascading of roles and responsibilities to individuals.

Two challenging and ambitious strategic goals have been defined for this short-term, three-year strategy (2023–2025) to guide SPC’s resource mobilisation efforts.

Given the constrained timeframe for executing the RMS, these two strategic goals demonstrate an ambitious stance. However, meticulous alignment with the SPC strategic plan’s vision and value proposition offsets the time constraints in that resource mobilisation initiatives will be futures-oriented and ideated with both an immediate-term and a long-term perspective, incorporating the strategic plan’s 2030 horizon and the 30-year outlook from the *2050 Strategy for the Blue Pacific Continent*. The deliberate three-year timeline aligns with the temporal milestones set forth for the *SPC Strategic Plan 2022–2031*, affording flexibility and adaptability to swiftly respond to evolving financial conditions and unforeseen shocks.

Generate an increase in flexible funding to support the realisation of the long-term key focus areas set out in SPC’s Strategic Plan 2022–2031.

Secure “cornerstone” funding partnerships to build capability and ensure the financial sustainability of the flagship programmes.

4.1 Flexible funding

Delivering transformational change through new, innovative or flexible funding sources is crucial for SPC to transform its institutional effectiveness (KFA7) and to remain capable of delivering on its value proposition to the Pacific by 2030. SPC's value proposition is that it "supports sustainable development by applying a people-centred approach to science, research and technology across all of the Sustainable Development Goals (SDG)".

The state in 2022 showed SDG indicators pointing away from the Blue Pacific Continent achieving all 17 SDGs over the next eight years.

The purpose of establishing flexible funding sources is to secure financial stability, predictability and sustainability for the long term by front-loading needed institutional capability in the short-term to empower and enable institutional strengthening and reform. By developing new and innovative ways to raise funds, SPC can reduce its reliance on traditional sources of financing which can be restrictive and constricting. By raising flexible or unrestricted funds, SPC will be empowered to employ adaptive approaches or responses to member and regional needs, take rapid action (e.g. in response to COVID-19), design tailored solutions based on traditional knowledge and science, leverage opportunities as they arise, effectively integrate approaches including internal systems harmonisation and building financial resilience to shocks. Additionally, innovative flexible funding sources could empower SPC to build stronger partnerships with a broader range of organisations and stakeholders, creating a more collaborative and dynamic ecosystem of support for the Pacific.

4.2 Cornerstone flagship programme funding

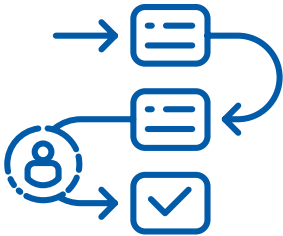
A cornerstone funding partner is a term used to describe a critical and significant financial contributor and in this case in relation to each of the four flagship programmes of Climate Change, Oceans, Gender and Food Systems.

They will typically be one of the first to commit funds to one of the flagship programmes and are usually the largest contributor. The term "cornerstone" refers to the crucial role that this partner plays in supporting the flagship programme as they are often the ones that provide the foundation for other contributors to come on board.

Securing a cornerstone funding partner for each of the flagship programmes will be essential due to the significant resources that will be required at their inception. In addition to providing financial support, cornerstone funding partners may also bring expertise, experience, and networks that can be invaluable in helping the project succeed. In many cases, the cornerstone funding partner may play a role in providing guidance and strategic support to ensure that the programme is successful. Key to that success is predictable funding to enable long-term planning which is required for systems-level impact, so the kind of strategic support a cornerstone partner could provide might include convening power to crowd-in future investment.

4.3 Strategic enablers

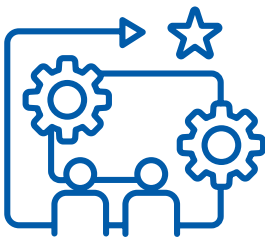
Strategic enablers are the critical components that will enable SPC to execute on this RMS and achieve the desired organisational outcomes. The below areas are needed to support our ability to execute this strategic plan more efficiently and effectively and to deliver on the above audacious short-term three-year strategic goals.



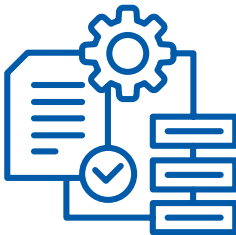
Divisional Business Plans with Member Priorities



Data & Research



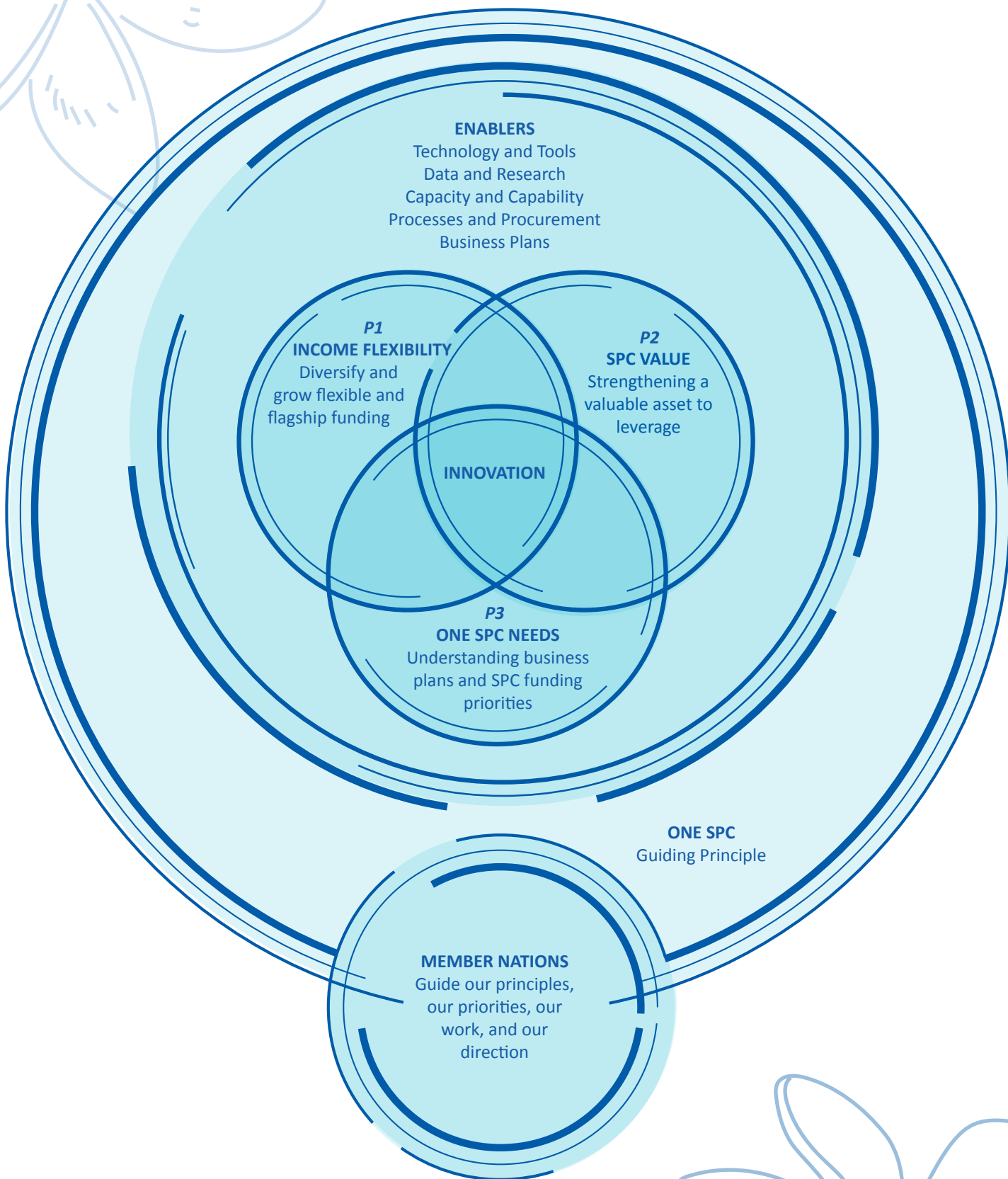
Capacity & Capability



Defined Processes & Procurement



Technology & Tools



Three key pillars

SPC needs to create a transformational change in the mix of income generated which will only come in part from improving the flexibility of funding from current sources. Completely new funding sources, at scale, are needed to grow flexible and flagship funding to complement the existing funding and partner relationships.

To achieve the two strategic goals, an integrated organisation-wide approach is needed to actively support the three key pillars of income flexibility, SPC value, and One-SPC needs.

By focusing on these three pillars, SPC can ensure that its efforts are aligned with our business plans and progress is being made towards delivering impact against the outcomes in SPC's *Strategic Plan 2022–2031* and the region's *2050 Strategy for the Blue Pacific Continent*. They provide the clarity and direction SPC needs to ensure an integrated approach to cohering and coordinating efforts. These three key focus areas also allow SPC to stay agile and adaptable as they provide a framework for identifying and responding to changing needs in the region or in the funding landscape, noting that divisional business plans have a five-year horizon.



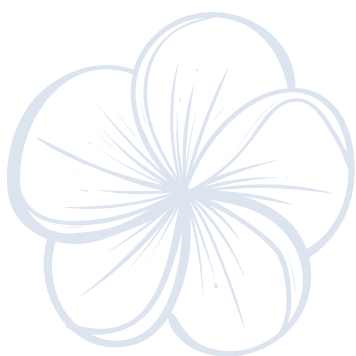
5.1 Pillar 1: Income flexibility

Diversify and grow flexible and flagship funding

An innovative approach is required to diversify SPC's funding type and sources. Making progress towards some of the long-term challenges in the region can be achieved by the establishment of the flagship programmes which will support new non-traditional funding opportunities to be uncovered for SPC. These new funding sources often have different requirements and expectations than traditional sources, which can help SPC be more creative and flexible in how they use the funds.

The following success statements will be delivered towards that and involve a mix of growing new funding opportunities while maintaining a strong relationship with SPC's existing funding partners.

- Key strategic partnership agreements are renegotiated. The quality of those agreements are sustained or improved by growing funding amounts, the length of grant terms, or reducing constraints, including unnecessary administrative burden, on funding.
- The mix and value of flexible funding has grown, enabling financial predictability, sustainability and long-term planning.
- All four flagship programmes have cornerstone" funding secured with partners meaningfully aligned to SPC in terms of SPC values, mission and value proposition.
- Funding portfolio becomes more diversified by developing new partnerships of scale.



5.2 Pillar 2: SPC value

Strengthening a valuable asset to leverage

Developing SPC's brand value is essential to build awareness, trust and credibility with target audiences. Brand value represents the intangible assets such as reputation, image and identity. This is especially important for SPC to help differentiate itself in an extremely competitive landscape for regional public good funding and ultimately drive support and engagement from its stakeholders.

One of the key benefits of developing brand value for not-for-profit organisations is that it can help to establish a strong emotional connection with their audiences. This connection can help to build trust and loyalty and can make it more likely that stakeholders will continue to support the organisation in the future. Brand value can help to increase SPC's visibility and reach, which can be especially important when raising awareness of important social issues or advocating for change.

The following success statements will be delivered towards that focus on strengthening SPC's value and will enable conversations with funding partners to evolve into the value SPC can deliver to the region rather than just the cost to deliver a programme.

- Improved organisational understanding of the importance of brand value and how it can generate value in supporting funding for the Pacific.
- SPC's Results Framework supported through storytelling and collateral to enhance organisational credibility, drive engagement and upskill donors and partners to understand Pacific-centric definitions of accountability and measures of success.
- SPC's 76-year legacy of delivering outcomes for the Pacific effectively integrated into prospecting collateral and negotiations.

5.3 Pillar 3: One SPC needs

Understanding business plans and SPC funding priorities

An integrated organisational approach to understanding member country needs and funding priorities involves an organisational focus on business plans, and active collaboration across different divisions at SPC to maintain a current and evolving understanding of the challenges and opportunities facing member countries. This approach recognises that member countries act strategically and drive the way their needs are communicated, and their funding priorities are complex and multifaceted, and identifying appropriate sources of funding requires input from a range of stakeholders.

This collaboration can help to ensure that SPC has a holistic understanding of member country needs and priorities and can develop effective and impactful funding strategies that are aligned with SPC's mission and values. An integrated approach can help SPC to build trust and collaboration with stakeholders, as it demonstrates a commitment to transparency, accountability and partnership.

The following success statements will empower an integrated One SPC approach to understanding funding needs.

- PIRMO and the SPC-wide internal resource mobilisation network holds a strong understanding of organisational investment needs through a deep understanding of our business plans and flagship designs. Resource mobilisation efforts at every level are guided by this understanding.
- Coherent, coordinated and integrated efforts where multiple divisions are negotiating with the same funder.
- The design and establishment of the flagship programmes are financially supported in a tailored manner, aligning cross-cutting intersectional policies, our business cases, and strong values-alignment between funders and SPC.



Risk mitigation

The ability to deliver on this resource mobilisation strategic plan is critical for enabling SPC's organisational sustainability, building long-term capability, and delivering success to the region, but it is not without internal risks that will need to be managed. Several internal operational risks have been identified that may impact the successful realisation of the strategic goals. Three of these critical risks are highlighted below with some potential risk mitigation initiatives outlined that could minimise their impact on delivering this strategic plan.

6.1 Attracting and retaining capability

Difficulty in attracting staff is a common problem faced by many organisations, especially in the current competitive job market. Developing SPC's brand and telling our success stories through social and traditional media can help attract potential candidates who align with SPC's values and culture, thus increasing the likelihood of attracting and retaining top talent.

Developing strategies for key markets in conjunction with planning approaches to accessing different funding sources of scale such as philanthropic funds could open opportunities where it may be more useful and cost effective to have resource mobilisation and partnership management staff located in-market creating access to new employee pools.

This strategy, coupled with the clearly defined divisional structure and associated job descriptions, provides a visible and transparent view of roles and responsibilities and how each position contributes to delivering towards the strategic goals and success statements.

Growing flexible unrestricted funding will enable SPC to retain staff beyond the life cycle of a three-year project thereby better enabling SPC to retain key capability, to support capacity needs and development across the region, and to reduce the steep costs associated with hiring new employees.

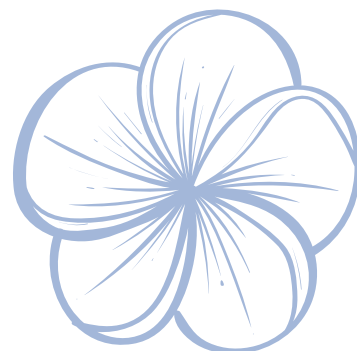
6.2 Aligning our business plans and funding

One effective way to reduce the risk of internal SPC competition for funding with the same donors is to establish a clear and transparent communication system within SPC. Creating a centralised approach to donor engagement, such as a shared database and prospecting pipeline tool of donor interactions can help prevent duplication of efforts and allow for more strategic and efficient use of resources. It is proposed that regular meetings with all SPC resource mobilisation staff is established to collaborate and ensure that everyone is aware of ongoing projects and funding opportunities, reducing the likelihood of competition for the same donor funding pool.

6.3 Organisational readiness for revenue source diversity

To reduce the risk of SPC not being ready to entertain and adopt diverse revenue sources, a culture of continuous improvement will look to be grown to better position SPC to successfully pursue and manage diverse revenue sources.

A focus will also be on the integration of SPC's needs and prioritising ongoing learning and development. One option to be explored is to create a capability matrix, which maps our business plans and outlines our current capabilities and identifies gaps that need to be addressed against gaps identified in our business plans. This can help SPC determine what resources and training are needed in resource mobilisation to effectively pursue and manage new revenue sources.



Where we will start

7.1 Embedding the RMS 2023–2025

Embedding the RMS so that it informs decision-making around direction of business development efforts in the implementation of our business plans is essential to its success. This will require continuous communication and engagement with all stakeholders to ensure that the RMS objectives are fully understood and embraced. This communication approach will also provide clarity for internal SPC staff involved with resource mobilisation on their roles and responsibilities and support the development of ownership and accountability, where everyone feels a sense of responsibility for the organisation's success.

7.2 Growing capacity and capability

The success of any strategic plan for an organisation relies heavily on the strength and capability of those involved. Growing the capacity and capability within SPC of resource mobilisation focussed staff is crucial to the success of this strategic plan. While the initial focus will be on filling the available roles within the unit, this also involves providing the wider matrixed resource mobilisation team with the necessary tools and support to execute the plan effectively. Depending on the availability of new staff with the capability desired, focus may be required on investing in professional development and training to ensure the right skills and knowledge is in place to carry out the roles' purpose. This will provide reassurance to SPC that it has a capable and motivated unit and wider team that is fully equipped to achieve this strategic plan's goals and success statements.

7.3 Creating the right culture

Creating the structure and foundations needed for future success involves setting up appropriate monitoring and evaluation mechanisms to track progress and identify areas for improvement against the success statements. This involves creating a culture of continuous learning, innovation, and accountability, where everyone is committed to improving their performance and contributing to SPC's success. By developing a performance culture, SPC can ensure that it is always striving to improve and achieve its

resource mobilisation objectives. It also involves creating a culture of continuous improvement, where SPC seeks to enhance its performance and effectiveness.

7.4 Year 1 focus

Having a strategic plan for resource mobilisation that is being engaged with, a unit that is fully staffed, and operating with the right culture emanating through it will ensure member needs are well understood, that SPC is efficiently and effectively engaging with new and existing funders, and that SPC continues to deliver value and impact for the region.

The illustration below outlines the focus and breadth of work that will be concentrated on in the foundational year of the *Resource Mobilisation Strategy 2023–2025*.

This will create the structure, tools and initial funding “wins” needed to set SPC up for future growth and success in its ability to add significant impact towards the achievement of SPC's organisational outcomes. By laying the foundation for future success, SPC can ensure that it remains relevant and responsive to the needs of member nations and create positive change in the region.

7.5 Year 2 and beyond

It is envisaged that the prospecting strategies and plans are well developed and progress is being made towards the achievement of the two strategic goals and success statements. To ensure future success, it is essential to meticulously align to the Pacific-centric SPC strategic plan including by adopting a futures-thinking mindset. This means ideating initiatives beyond the short-term, three-year objectives of the RMS and anticipating future trends and developments as envisioned in the strategic plan's 2030 horizon and 2050 *Strategy for the Blue Pacific Continent's* 30-year outlook. It involves being proactive in identifying opportunities and challenges that may arise and taking steps towards addressing them. By adopting a futures-thinking mindset, SPC can remain agile, adaptable and resilient, positioning itself as an ever-changing environment.



Resource Mobilisation Strategic Plan

Pillar 1
Income Flexibility

Apply the deal assessment tool and develop the ethics, exemptions and risk tools

High-level consultations with donors and funders to SPC in May 2023

Develop SPC Partner Architecture to inform Priority Market Plans and Priority Fund Plans

Financial traceability mapping identifying sources and types of funding and what funding used for

Pillar 2
SPC Value

PIRMO business hub built with tools & processes and team responsibilities

Develop SPC Brand Architecture and how they interact with each other

Pillar 3
One SPC Needs

Create and facilitate a matrix teams' approach to programme resourcing i.e. flagships, resource mobilisation

Develop a suite of change management tools and processes to support working more collaboratively



Credit: SPC/Philippe Ferraci

Opportunity Pipeline tool built and integrated across SPC

Resource Mobilisation Strategy formalised (collateral) and used to aid and inform development of the Economic Development Strategy for the region

Finalise high-level funding agreements including Climate Change, Pacific Statistics and data, Tuna Programme

Secure large scale philanthropic funding partner, Digital Earth Pacific funding partner, research vessel funding partner

Identify and engage with “cornerstone” funding partner opportunities for each of the four flagship programmes

Growth Plan developed for SPC Value

Develop organisational understanding and appreciation of SPC’s “brand” value

Start creating suite of prospecting collateral telling SPC’s success stories

Develop whole of SPC programme funding requirement; identify ways to consolidate funding requests to same funder creating flexible funding opportunities

Cultivate a joined-up and aligned approach to identifying the four flagship programmes needs to inform the direction of prospecting



Ka tā te fala pea tu'u o me'e

When you hear the beat, get up and dance

- Wallis and Futuna proverb

*There is a time for everything.
Take appropriate action when the time is right,
otherwise you might miss the opportunity*

Contact Details

Karena Lyons

Director of Partnerships, Integration and Resource Mobilisation

Directrice - Partenariats, Intégration et Mobilisation des Ressources

Pacific Community | Communauté du Pacifique

CPS – B.P. D5 |

98848 Noumea, New Caledonia |

Nouméa, Nouvelle-Calédonie

Tel: (+687) 959717

E: karenal@spc.int

© Pacific Community 2024

ISBN 978-982-00-1538-8

