



Pacific Climate Change Centre

Strategy and Business Plan (2025-2030)



SPREP
Secretariat of the Pacific Regional
Environment Programme

Disclaimer:

The content of this Strategy and Business Plan is grounded in an extensive literature review, situational analysis, and a wide-ranging consultation process involving regional stakeholders, partner dialogue reports, and a review of the previous Pacific Climate Change Centre (PCCC) Strategy and Business Plan. It reflects the collective insights, priorities, and emerging needs of the region.

Distribution:

The Pacific Climate Change Centre

Secretariat of the Pacific Regional Environment Programme (SPREP)



CONTENTS:

1. Foreword	5
2. Overview of the Pacific Climate Change Centre	6
3. PCCC Governance Framework	7
4. Key Services of the Pacific Climate Change Centre	8
4.1.1. Key Service 1: Knowledge Brokerage	9
4.1.2. Key Service 2: Science to Services and Applied Research	10
4.1.3. Key Service 3: Capacity Building and Training	11
4.1.4. Key Service 4: Innovation	12
5. Strategic Alignment of the PCCC with Climate Change Frameworks...	14
5.1.1. Partnerships	15
6. Long-term Sustainability of the PCCC	15
6.1. PCCC Current Staffing costs (2020-2025)	15
6.2. Institutional capacity needs and Projected Costs.....	16
6.3. Projected Operational Costs for 2025-2030	17
7. Positioning for Future Growth	18
7.1. Ability to sustain services:	18
7.2. Growing demand for PCCC services:	18
7.3. Harnessing technological advancements and innovations:	18
7.4. Strengthening policy advocacy, public engagement, and education:	18
7.5. Deepening partnerships and collaborative service delivery:	19
7.6. Elevating the value proposition of the PCCC:	19
8. PCCC A Proven Mechanism – What we did in 5 years.	20
8.1.1. Key Service 1: Knowledge Brokerage	20
8.1.2. Key Service 2: Science to Services and Applied Research	21
8.1.3. Key Service 3: Capacity Building and Training	22
8.1.4. Key Service 4: Innovation.....	24

9. The Unique Advantage of the Pacific Climate Change Centre.	25
10. Strategic Service Goals	28
11. Implementation and Monitoring Framework.....	36
12. Annex 1: Situational Analysis.....	52
13. Annex 2: Monitoring, Evaluation, Reflection, and Learning (MERL) Guidance for PCCC’s Strategy and Business Plan (2025-2030).....	55
14. Annex 3: PCCC Partnership Frameworks	56





Peseta Noumea Simi
Chair of the PCCC Advisory Board.

1. Foreword

The Pacific region stands on the frontline of climate change. Our island nations continue to experience its impacts in profound and immediate ways, affecting the lives, livelihoods, and futures of our people. In response, the Pacific has demonstrated unwavering leadership on climate action, grounded in solidarity, cultural values, and shared regional priorities.

The Pacific Climate Change Centre (PCCC) was established in 2019 as the regional hub for climate knowledge, applied research, capacity building, innovation, and partnerships - a vision realised through the collaboration of our member countries and development partners, and the leadership of SPREP. Over the past five years, the Centre has delivered vital services to Pacific Island countries and territories, enhancing capacities and catalysing action through knowledge brokerage, applied research, capacity building, and innovation.

This PCCC Strategy and Business Plan 2025–2030 has been developed to guide the next phase of the Centre’s growth and regional leadership. It builds upon the experience, lessons, and achievements since the Centre’s establishment, and reflects extensive consultations with our Members, partners, and technical programmes. It is also firmly aligned with the strategic directions of the 2050 Strategy for the Blue Pacific Continent, the SAMOA Pathway, the Paris Agreement, and SPREP’s own Strategic Plan 2023–2032.

The Business Plan outlines long-term goals and strategic service priorities that will enable the PCCC to expand its reach, strengthen its institutional sustainability, and enhance its impact. It recognises emerging opportunities for the Centre to drive technological innovation, facilitate knowledge exchange, engage in policy advocacy, and provide leadership in applied climate services for the Pacific.

Importantly, this Plan reinforces the role of the PCCC as a centre for collaboration, a space where governments, partners, and communities can come together to advance a Pacific-led climate agenda. Its implementation will require continued partnership, long-term investment, and collective action.

“On behalf of the PCCC Advisory Board, I commend the development of this Strategy and Business Plan and reaffirm our commitment to supporting the PCCC in delivering services that meet the needs of our Pacific region. Together, through shared resolve and partnership, we can work towards our common vision: ***“Catalysing Climate Action and Investment in the Pacific”***.”

Fa’afetai Lava.

2. Overview of the Pacific Climate Change Centre

The Pacific Climate Change Centre (PCCC) is a Centre of Excellence for a Climate Resilient Pacific through brokering of knowledge, science to services and applied research, capacity building and innovation. PCCC is hosted at SPREP and belong to our Pacific people.

The PCCC is a commitment of the Pacific Leaders Meeting (PALM 7) by the Government of Japan, which supports the regional efforts for tackling climate change in the Pacific. The Centre was established in 2019 with foundational support from the Governments of Samoa and Japan, and subsequent investments from New Zealand, Australia, Irish Aid, the United Kingdom Meteorological Organisation, and recently, the Wellcome Trust. Its establishment responds to the urgent need to strengthen Pacific Island Countries and Territories' (PICTs) capacity to address the complex and evolving challenges posed by climate change.

This PCCC Strategy and Business Plan reinforces the vision of the 2050 Strategy for a Blue Pacific Continent “A resilient, peaceful, and prosperous region where all Pacific peoples can lead healthy and productive lives, with a strong emphasis on inclusivity, equity, and security” as well as the vision of SPREP “A resilient Pacific environment, sustaining our livelihoods and natural heritage in harmony with our cultures”.

At the heart of the PCCC Strategy and Business Plan is a reaffirmed vision, mission and core values:

Vision: “Catalysing Climate Action and Investment in the Pacific”

Mission: “A respected Centre of Excellence for a Climate Resilient Pacific through brokering of knowledge, applied research, capacity building and innovation”.

Core values:

- **Inclusivity:** Ensures gender equity and engagement of youth, women, and marginalized groups.
- **Pacific Ownership:** Prioritizes Pacific-led solutions and cultural contexts.
- **Evidence-Based Action:** Ground initiatives in robust science and traditional knowledge.
- **Sustainability:** Promotes long-term resilience and financial viability.

The PCCC, like many other regional CROP agencies, relied heavily on donor partners' grants and technical cooperation projects over five years, for staffing support and operations. This reliance has created vulnerabilities, including long-term sustainability issues that continue to significantly impact the ability of the PCCC to effectively deliver, respond to country requests and sustaining its services.

Despite the challenges, the Centre has demonstrated tangible impacts through regional services, training programmes, partnerships, and research initiatives. Building on this momentum, the Strategy and Business Plan (SBP) 2025–2030 sets out seven Strategic Goals to guide the Centre's Key Service delivery, institutional strengthening, regional positioning, and financial sustainability.

Operational costs for delivering these services are projected at USD 10 million for 2025–2030, with core staffing investment estimated at USD\$2.83 million for 2025-2030. To secure sustainable financing, the PCCC will diversify its resource base through:

- Donor funding.
- Establishment of a Pacific Innovative Climate Investment Hub.
- Implementation of legacy initiatives; and
- Development of new internal revenue streams, such as accredited training programs.

Strengthening its institutional capacity and financial sustainability will ensure that the PCCC remains a trusted, effective, relevant, and resilient partner for climate action in the Pacific.

3. PCCC Governance Framework

The PCCC operates under a robust governance structure ensuring regional ownership and accountability.

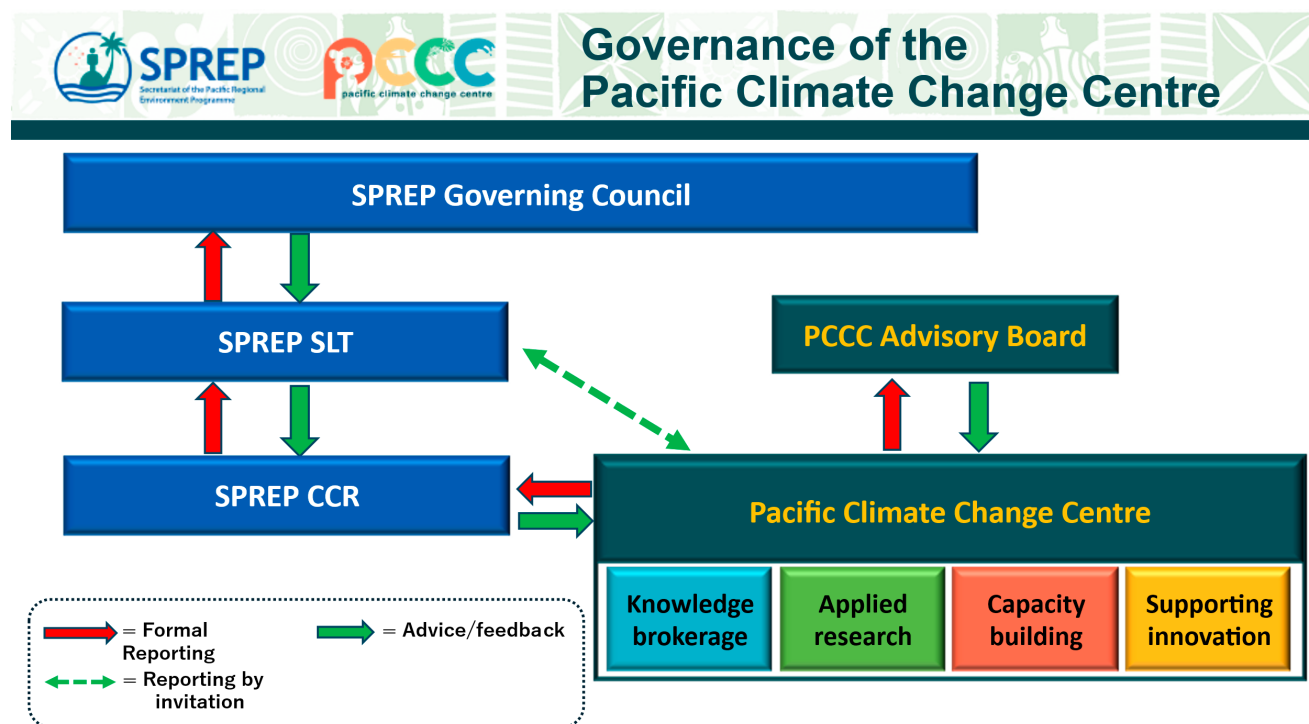


Figure 3.1 Governance framework.

- **SPREP Governing Council:** The highest authority within SPREP, the Governing Council is responsible for providing strategic direction and oversight for all SPREP activities, including the PCCC. The Governing Council receives regular updates on the performance and progress of the PCCC through formal reporting mechanisms.
- **SPREP Executive/ Senior Leadership Team (SLT):** The SLT provides executive-level guidance, ensuring that the PCCC's strategic and operational priorities align with SPREP's regional and organisational goals, funding structures, and partnership frameworks.
- **SPREP Climate Change Resilience (CCR) Programme:** As the immediate host, the CCR Programme Director provides strategic oversight and advice to strengthen the services of the PCCC to achieve its vision. The Director serves as the link between the PCCC's operational management and SPREP's SLT.
- **PCCC Advisory Board:** The PCCC Advisory Board provide recommendations, guidance, and partnership insights on sustainability and relevance. It meets twice a year and is composed of:
 - » Government of Samoa
 - » SPREP
 - » Japan International Cooperation Agency (JICA)
 - » One CROP agency (on a rotating basis)
 - » Chair of the Pacific Meteorological Council
 - » Chair of the Pacific Resilience Partnership (PRP) Taskforce
 - » One Development Partner representative
 - » Up to two invited research partners (non-permanent)
- **Manager PCCC (Operational management):** The PCCC Manager is responsible for overseeing the implementation of the Centre's Strategy and Business Plan. The PCCC Manager provides high-level advice on direction and partnerships and supports promotion and visibility of the Centre's work. While the Manager formally reports to the CCR Programme Director, they may also provide direct feedback to the PCCC Advisory Board and SLT upon request.

4. Key Services of the Pacific Climate Change Centre

The PCCC delivers its mandate through four interconnected and mutually reinforcing Key Services. These services are designed to respond to the unique needs of PICTs, ensuring that climate action is informed, inclusive, and impactful.

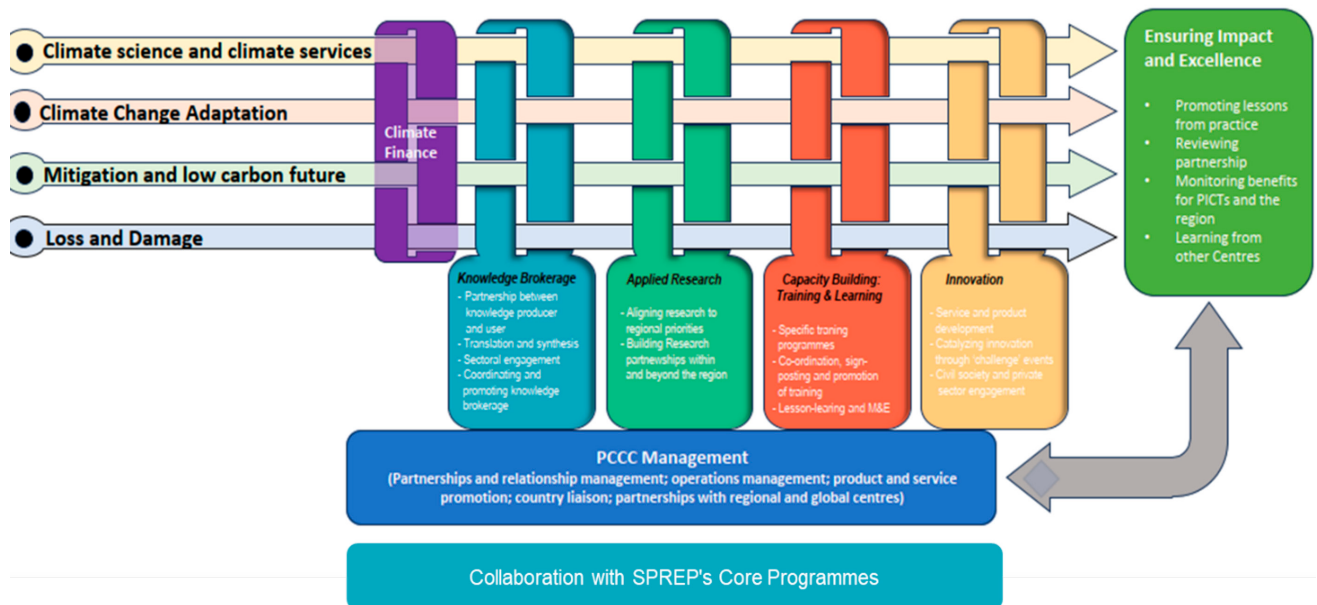


Figure 4.1: PCCC key services and thematic priorities (Source: PCCC).



4.1.1. Key Service 1: Knowledge Brokerage



The PCCC acts as a trusted broker of climate knowledge, connecting those who produce/generate scientific knowledge, with those who need them most: decision-makers, communities, and practitioners.

Core Activities:

- **Information Knowledge Management (IKM):**
Effective knowledge brokerage requires well-organized information management. The Pacific Climate Change Portal (PCCP) serves as a crucial regional resource for managing and disseminating climate-related data and knowledge.
- **Translation and synthesis of knowledge:**
Translating complex scientific information into actionable formats is essential for decision-makers. PCCC works to summarize and reframe scientific data in ways that meet the practical needs of the region, enabling stakeholders to apply the knowledge effectively in their respective contexts.
- **Supporting co-production of knowledge:**
Moving beyond simple translation, the PCCC fosters the co-production of knowledge by facilitating collaboration between diverse knowledge sources, including scientific institutions and traditional knowledge holders.
- **Promoting knowledge brokerage practices:**
Many regional stakeholders already engage in knowledge brokerage activities. The PCCC aims to support and enhance these efforts by sharing best practices, building networks, and fostering a culture of collaboration.

E.g of KB Initiative: The Pacific Climate Change Portal (PCCP)

The PCCP is a platform inherited from CCR which is now supported and administered by PCCC. The PCCP is the leading digital platform for climate change information across the Pacific. Following its major upgrade and relaunch at the 2024 Pacific Climate Change Roundtable in Samoa, the portal offers enhanced features, making it more accessible and user-friendly. It provides users with access to over 2,250 resources, including climate policies, tools, and technical reports, and serves more than 5,200 active users across the Pacific region.

As noted in the PCCC's 2024 Newsletter, the PCCP "empowers authorities with the data and tools needed to make climate-smart decisions," solidifying its role as a key enabler for evidence-based climate action in the Pacific. Its continued development aligns with the PCCC's mission to provide essential, data-driven support to the region's climate resilience strategies.

More details: PCCP

4.1.2. Key Service 2: Science to Services and Applied Research

Science to Services involves transforming scientific research, climate change data, and technical expertise into practical tools, information products, and advisory services that inform resilience initiatives.

Purpose: Translates climate science into actionable tools and services tailored to Pacific needs.

Example of PCCC Initiative: Strengthening Pacific Engagement in Global Climate Change Science

Recognising the need for stronger Pacific involvement in global climate change science, the PCCC led key initiatives ahead of COP28 to enhance regional engagement with the IPCC. A highlight was the Pacific Pre-COP28 event featuring IPCC Chair Professor Jim Skea, bringing together policymakers, scientists, and climate practitioners to discuss Pacific representation in IPCC assessment cycles.

In partnership with the Australian National University, the PCCC hosted three webinars on the IPCC Sixth Assessment Report (AR6) and developed 15 factsheets summarising its key findings. A regional dialogue in May 2023 led to recommendations for a regional coordination mechanism for National IPCC Focal Points and a targeted capacity-building programme.

These recommendations were endorsed at the Pacific Meteorological Council meeting in August 2023, reflecting growing momentum for coordinated Pacific engagement in IPCC processes to better integrate Pacific priorities into global climate change science and policy.

More details: [On the road to COP28, Pacific Climate Change Centre closes knowledge gap on IPCC work and why it matters for the Pacific | Pacific Environment](#)

Core activities

- Coordinating regional climate change research: The PCCC will lead the implementation of the Pacific Climate Change Research Roadmap 2025, a guiding regional framework that identifies research priorities and fosters collaborative research on Science to Services initiatives.
- Facilitating research partnerships: The PCCC will lead the Pacific Ocean Pacific Climate Change Conference, bringing together stakeholders to promote Pacific-led research and foster partnerships that drive impactful solutions to climate change challenges.
- Strengthening IPCC engagement: The PCCC will strengthen the engagement of PICTs in IPCC processes, enhancing the coordination and capability of IPCC focal points to ensure effective participation in global climate research.
- Supporting research capacity and proposals: The Centre will actively develop research partnerships, support the formulation of research proposals, and advocate for climate change research priorities. It will also facilitate the application of research outputs to address real-world climate change challenges.
- Research fellowship programmes: The PCCC will host research fellowships to build regional research capacity and support the development of Pacific researchers, helping to foster the next generation of climate scientists and leaders in the region.
- Translating and disseminating research: The PCCC will support the translation, dissemination, and uptake of research outputs and climate information through accessible formats and tools that inform decision-making across levels.



4.1.3. Key Service 3: Capacity Building and Training

PCCC acts as a regional hub for climate capacity building, offering direct training, facilitating access to external learning, and promoting knowledge exchange to strengthen the skills and capabilities needed for effective climate action.

Purpose: Strengthens climate change capacity and knowledge offering learning and training opportunities.

Core activities:

- Regional and sub-regional workshops: Technical training focusing on shared challenges and fostering collaboration and knowledge exchange.
- National capacity building support: Tailored programs designed to strengthen local institutions and individual skills. This approach ensures that capacity development is context-specific and directly applicable to each country's priorities.
- Online and e-learning services: Online flexible learning opportunities, from self-paced courses to webinars, to support broad access to training regardless of location.
- South-south cooperation and peer learning initiatives: Peer learning and exchange initiatives enable countries to share their successes, challenges, and best practices, creating a valuable space for mutual support.
- Mentoring services and fellowship programmes: Immersive learning exchanges and expert guidance to foster the next generation of climate leaders.
- Gender Equality, Disability, and Social Inclusion (GEDSI) and public education initiatives: All PCCC programmes integrate GEDSI principles, ensuring that women, persons with disabilities, youth, and other marginalised groups are meaningfully engaged in climate resilience efforts.



Example of PCCC Initiative: Training and Capacity Building

In partnership with the Global Climate Change Alliance Plus Scaling up Pacific Adaptation (GCCA+ SUPA) and Pacific Adaptation to Climate Change and Resilience Building (PACRES) Projects, the PCCC delivered four subregional training programmes focused on Water and Climate Change and the Adaptation Impacts Database. These four-day sessions built technical capacity in applying the Pacific Impacts Analysis (IA) Methodology and understanding water-related climate challenges. With participants from Fiji, Kiribati, Samoa, Cook Islands, FSM, and Tonga, the trainings combined expert-led sessions from SPREP, USP, SPC, and PCCC with hands-on fieldwork and practical exercises in data analysis and adaptation impact tracking.

The trainings enhanced regional knowledge sharing and empowered participants to apply IA tools directly in their national planning. Feedback indicated stronger confidence in using impact metrics, improved collaboration among agencies, and greater alignment between data and decision-making. By embedding the Adaptation Impacts Database into ongoing national projects, the PCCC has strengthened regional capacity to monitor, evaluate, and scale up effective climate resilience actions.

More details: [Sub-regional training kicks off to build Pacific capacity in the use of the Impacts Methodology](#)

The PCCC also offers a range of enabling services to strengthen climate capacity across the Pacific, including:

- Training referral and signposting: Increasing awareness of external training and capacity development opportunities suited to PICT needs.
- Access to expertise and practitioner networks: Connecting partners to a regional network of technical advisers, policymakers, researchers, and practitioners through the PCCC network.
- Virtual and physical infrastructure: Providing access to the Centre's physical facilities for capacity building initiatives, and its e-learning platform for remote learning.

- Climate finance capacity support: Strengthening institutional and policy frameworks for improved climate finance readiness and access.
- Project idea generation and development: Supporting the identification, co-development, and design of climate project concepts aligned to national and regional priorities.
- Capturing and sharing lessons from climate actions: Facilitating regional learning from implemented climate projects and policies and linking lessons to monitoring and evaluation frameworks.
- Enhancing climate change awareness: Supporting curriculum development, teacher training, and public education initiatives to improve climate literacy and awareness across the Pacific.

To ensure the region's capacity-building efforts are as effective as possible, PCCC prioritizes several key learning initiatives:

4.1.4. Key Service 4: Innovation



Innovation at PCCC means turning new ideas into practical, fit-for-purpose solutions for PICTs. It is about supporting the application of novel, relevant approaches that meet the region's unique needs, from climate services to low-carbon transitions and locally led adaptation.

Purpose:

- Fosters innovative, Pacific-specific climate solutions combining local and global expertise. The Pacific region faces some of the world's most severe and accelerating climate change impacts.
- Inspire and support the development, testing, and scaling of innovative climate change solutions.
- Facilitate inclusive, multi-stakeholder collaboration across science, policy, community, and business sectors.
- Mobilise resources and networks to catalyse climate innovation and investment across the Pacific.

Core Activities:

- Problem identification and solution generation: Facilitating regional stocktakes and exhibitions to identify priority challenges and co-develop solutions.
- Pacific Climate Innovation Lounge: An inclusive, year-round virtual platform for networking, collaborating, and exchanging knowledge across geographies and disciplines.
- Expert and stakeholder network access: Leveraging the Centre's extensive regional and global network to provide innovators and policymakers with access to technical advisers, sectoral experts, and experienced practitioners.

- **Public-Private Partnerships (PPP) and Matchmaking:** Mobilising partnerships between public and private actors through targeted matchmaking events, business model support, and joint problem-solving to scale climate innovation.
- **Pacific Innovative Climate Investment Hub:** Launching a flexible investment facility that enables early-stage piloting and scaling of climate solutions through blended finance, rapid-access funding, and strategic co-financing.
- **Applied research and knowledge co-production:** Encouraging joint research and solution development through partnerships that link local communities, academic institutions, and innovation champions, ensuring innovations are grounded and practical.
- **Showcasing and scaling successful innovations:** Identifying, documenting, and promoting Pacific-grown and global best practice innovations to inspire replication, scale-up, and policy integration across the region.

Through these activities, the PCCC acts as an enabler of innovation-driven climate action in the Pacific. By creating spaces for experimentation, collaboration, and investing in new ideas, the PCCC will actively drive the region's climate innovation agenda.

Legacy Initiatives – Building Climate Resilience Across the Pacific

The PCCC has established itself over the past several years as the region's premier hub for climate innovation by piloting, refining, and scaling a suite of legacy initiatives that directly address the unique resilience challenges of Pacific Island communities.

In Tonga's Sia Heu Lupe' Va'e Popua village, the Centre collaboratively developed a Climate Resilient Rehabilitation Master Plan that combines blue-green infrastructure with community-led adaptation measures.

In the Solomon Islands, the Afio Blue Township project laid out a comprehensive urban master plan to safeguard essential services and livelihoods against rising sea levels.

Recognizing the acute vulnerabilities of low-lying atolls, PCCC supported the Nauru Higher Ground Initiative to explore strategic relocation and land-use planning.

Ahead of the Pacific Games 2023, PCCC partnered with Honiara's city authorities to "green" the urban landscape—planting thousands of native trees and installing permeable surfaces to reduce flood risk.

Source: PCCC's Partner Dialogue (2025)

5. Strategic Alignment of the PCCC with Climate Change Frameworks

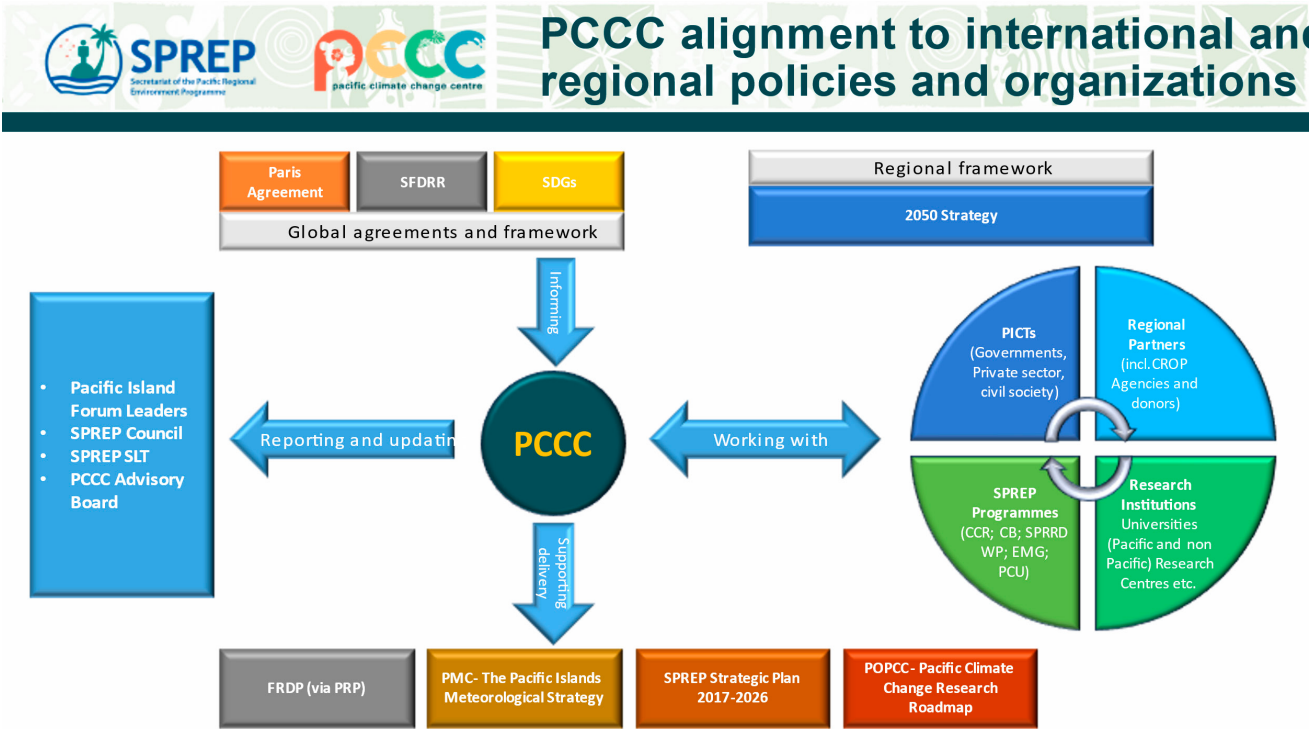


Table 5.1 Depicts the PCCC’s alignment with these frameworks, illustrating its role as a connector between global commitments and Pacific priorities (Source: PCCC). This structure enables the PCCC to strategically support PICTs in enhancing their capacity to address climate change, improve resilience outcomes, and coordinate regional responses in line with international and regional obligations.

The PCCC aligns its activities with international and regional frameworks to support PICs’ climate priorities, particularly those outlined in the Rio Conventions (United Nations Framework Convention on Climate Change (UNFCCC), Convention on Biological Diversity (CBD), United Nations Convention to Combat Desertification (UNCCD)), which recognize SIDS’ special circumstances.



5.1.1. Partnerships

- Collaborates with donor and development partners (for e.g., New Zealand, Australia, Japan, UKMO, Wellcome Trust, and Irish Aid).
- Collaborates with Council of Regional Organisations in the Pacific (CROP) agencies, PIC governments, civil society, and SPREP's technical divisions (e.g., Climate Change Resilience, Biodiversity Conservation, Waste Management).
- Engages research institutions (e.g., Samoa National University, Solomon Islands National University of Tonga National University, Victoria University of Wellington, University of Melbourne, Australian National University) and international institutions (Rocky Mountain Institute, CFAN, Asian Development Bank (ADB), Asian Institute of Technology (AIT RRC), New Zealand Ministry for

Primary Industries, and the Pacific Community (SPC)."



6. Long-term Sustainability of the PCCC

The future directions outlined in this Strategy and Business Plan will require the PCCC to continually evolve and strengthen its internal systems, institutional capacities, and workforce capabilities. This will

enable the Centre to better respond to the dynamic and increasingly complex climate resilience needs of Pacific Island countries and territories, attracting new resources, partnerships, and opportunities.

6.1. PCCC Current Staffing costs (2020-2025)

Current Staffing: Includes a PCCC Manager, 3 technical advisors, a finance and administration officer, a Project Coordinator, and JICA Technical Cooperation staff, with expansion plans. The operational and staffing structure of the PCCC has evolved through a series of international partnerships and multi-year capacity-building projects.

CORE BUDGET SUPPORT FOR STAFFING SUPPORT	COST (USD)	COMMENTS
PCCC Manager (proposed Band 14)	742,836.00	Current funding finishes December 2026
Climate Finance Readiness Advisor (TOR to be revised) (Band 12)	680,257.00	Current funding finishes December 2026
Science to Services Advisor (Band 11)	624,353.00	Current funding finishes December 2026
Knowledge Brokerage Advisor (Band 11)	624,353.00	Current funding finishes December 2026
Finance Officer (8 EPAL)	154,918.00	Current funding finishes December 2026
Tea person		Current funding finishes December 2026
IT Officer		Vacant
Communication Officer		Vacant

6.2. Institutional capacity needs and Projected Costs.

To maintain essential service delivery capacity and implement this plan, a minimum of USD 2.83 million will be required over the next five years to sustain current staffing levels and address critical resourcing gaps.

INSTITUTIONAL CAPACITY NEEDS (OUTLOOK)	ESTIMATED COST (USD) (3 YEARS)	COMMENTS
PCCC Senior Strategic Adviser	742,836.00	A new position for the PCCC who provided strategic advice to the PCCC Manager across all key functions of the PCCC and lead engagement with development partners and donors. Will also has leading role on climate finance and project development.
Senior Monitoring and Evaluation Officer	562,405.00	This position will oversee the monitoring and evaluation of PCCC programs and activities, ensuring alignment with strategic objectives. The officer will be responsible for quality assurance, performance tracking, and outcome reporting, covering
Senior Capacity Building Officer	562,405.00	This officer will lead the design, coordination, and delivery of training and capacity development initiatives. They will be central to the PCCC's core function of building the capacity of stakeholders across the Pacific region through applied and accessible learning services.
Senior Finance Officer	562,405.00	The Senior Finance Officer will manage the financial operations of all PCCC projects, ensuring sound financial management, compliance, and reporting. This role will also be instrumental in supporting the development and administration of the proposed Climate Investment Facility.
Climate change research officer	527,464.00	Reporting to the Science to Services Adviser, this officer will contribute to research activities that support evidence-based decision-making. They will assist in translating climate science into practical services and knowledge products.
Knowledge brokerage officer	527,464.00	Working alongside the Knowledge Brokerage Adviser, this officer will support knowledge sharing and uptake across the region. Responsibilities include facilitating access to climate information, supporting knowledge exchange platforms, and strengthening learning networks.
Communication Officer	527,464.00	The Communications Officer will lead all communications and public engagement efforts for the PCCC. This includes developing communication strategies, managing media relations, and promoting the Centre's activities, achievements, and learning resources.
Administration Support Officer	154,918.00	This role will provide essential administrative and operational support to the Centre. Responsibilities include managing day-to-day logistics, coordinating events, supporting procurement and human resources functions, and ensuring the smooth functioning of the PCCC's operations.

6.3. Projected Operational Costs for 2025-2030

To implement the 2025–2030 Strategic Plan and meet increasing service demands from PICTs, the PCCC will require an estimated operational budget of approximately USD 10 million over the five-year period.

These projections were developed based on estimates presented during the 2025 PCCC Partners Dialogue and reflect the minimum investment required for sustained institutional capacity and service delivery.

Table 6.3: Estimated operational cost for 2025-2030

PCCC KEY SERVICE	ESTIMATED COSTS (USD)	PURPOSE
Knowledge Brokerage	\$2 million	Long-term delivery of engagement, knowledge-sharing platforms, and regional coordination
Science to Services and Applied Research	\$3 million	Support for research, data translation, and science-policy interface activities
Capacity Building: Training and Learning	\$3 million	Regional training, institutional strengthening, and learning programmes
Innovation	\$2 million	Development and scaling of climate solutions in partnership with the private sector

Note: These estimates are lower-bound projections and may fluctuate based on donor commitments, implementation timelines, and unforeseen needs.

6.4 Sustainability Mechanisms of the PCCC 2025-2030

Through the below modalities, PCCC advances its mission by integrating multi-sectoral expertise, facilitating resource mobilization, and fostering innovation tailored to the Pacific context. This service delivery approach positions the Centre as a dynamic hub for climate resilience in the region, ensuring responsiveness to evolving needs and sustained impact.

- **Biennial PCCC partners' dialogue:** Convened every two years, this platform brings together governments, development partners, the private sector, international financial institutions, academia, and other relevant stakeholders. The dialogue facilitates discussion on progress, emerging opportunities, challenges, and long-term support needs, strengthening coordination and strategic alignment across the region.
- **Partnership-driven service delivery:** PCCC leverages strategic partnerships through cost-sharing and co-technical support frameworks, exemplified by collaborations with institutions such as the University of Victoria, National University of Singapore, University of Melbourne, Climate Finance Advisory Network (CFAN), and Asian Institute of Technology. These partnerships expand technical expertise and resource availability, enabling PCCC to deliver high-impact services more efficiently.
- **Support for priority project formulation:** Acknowledging capacity limitations within Pacific governments, PCCC plays a pivotal role in strengthening institutional abilities to access, develop, and implement climate finance projects. This support spans the full project cycle—from origination to execution—addressing the challenges posed by a fragmented and complex donor landscape.
- **Pacific Climate Innovative Investment Hub:** To transition from project-based financing to sustainable, programmatic investments, PCCC is establishing the Pacific Climate Innovative Investment Hub. This initiative seeks to catalyse long-term funding and capacity building, ensuring the Centre can deliver continuous and impactful climate services.
- **Pacific Climate Change Innovation Lounge:** Complementing the Investment Hub, the Innovation Lounge provides a year-round, accessible networking platform that connects innovators and users of climate solutions. It enables Pacific countries to host national and sub-national virtual events, fostering ongoing dialogue, collaboration, and dissemination of innovative approaches across the region.

At the heart of the PCCC's success lies a skilled, well-supported, and future-ready workforce. As regional demand grows, the Centre will progressively and diversify its technical and operational capacities, investing in professional development, leadership pathways, and strategic partnerships with regional experts and networks.

7. Positioning for Future Growth

As the regional climate change landscape continues to evolve, the PCCC is well-positioned to expand its leadership role in supporting Pacific Island countries to meet emerging challenges and opportunities. The

coming years will present several critical trends that will shape the Centre's strategic direction and service delivery:

7.1. Ability to sustain services:

- In essence, the ability to pay for the services of the PCCC acts as both a crucial constraint and enabler in shaping the PCCC's strategic direction. It dictates the feasibility and scope of various strategic options and ensures that the PCCC can effectively pursue why and what it was set up to do. The delivery of services is set based on the ability and willingness of donor partners and PICTs to commit funding for PCCC staff and services. The delivery is largely defined by the available financial resources, and these services are delivered to maximize the impact of available resource and aligned with human capabilities available for the PCCC.

7.2. Growing demand for PCCC services:

- The increasing urgency of climate action in the Pacific is driving higher demand for services in knowledge brokerage, applied research, capacity building, and innovative solutions for adaptation and low-carbon development. The PCCC will need to expand its scope and deepen its engagement with the Climate Science and Information (CSI) to respond effectively to the complex and interconnected risks facing Pacific communities.

7.3. Harnessing technological advancements and innovations:

- Advancements in climate change science to services, innovative technologies, and low-emission solutions offer new opportunities for the region. The PCCC is well-placed to serve as a convening platform for connecting Pacific Island countries with appropriate technologies, innovations, and applied research, ensuring these are tailored to local contexts and needs.

7.4. Strengthening policy advocacy, public engagement, and education:

- There is growing recognition of the role the PCCC can play in supporting regional policy dialogues, public awareness campaigns, and educational initiatives that promote climate-resilient development. Expanding the Centre's involvement in advocacy, behaviour change, and outreach will be essential to fostering inclusive, community-driven climate solutions.

7.5. Deepening partnerships and collaborative service delivery:

- Effective climate action in the Pacific requires coordinated, multi-stakeholder approaches. The PCCC will continue to prioritise collaboration with regional agencies, governments, academia, civil society, and international partners to deliver integrated, cross-sectoral initiatives that address the region's unique vulnerabilities and priorities.

7.6. Elevating the value proposition of the PCCC:

- As demand for climate science to services grows, there is a need to improve understanding among Pacific leaders, partners, and stakeholders of the unique value the PCCC offers in brokering knowledge, building capacities, and driving integrated resilience efforts. Proactive communication of service outcomes, impacts, and success stories will help position the Centre as a key partner in advancing regional resilience

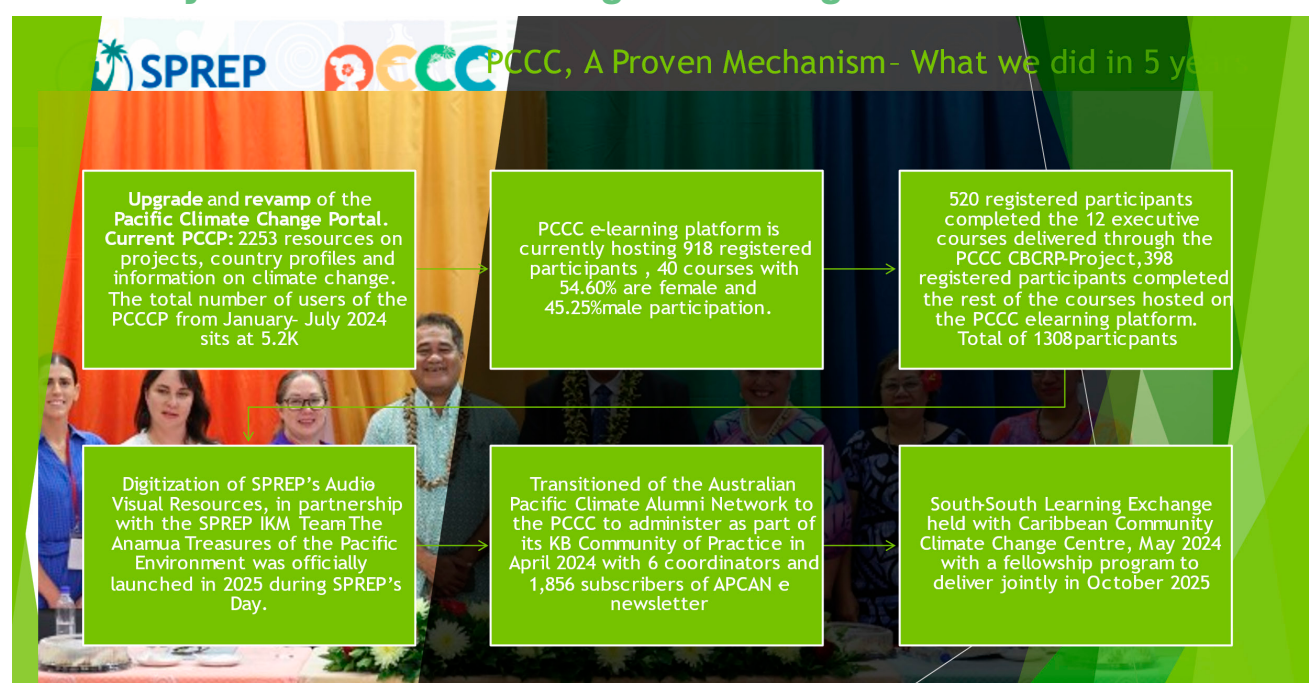


8. PCCC A Proven Mechanism – What we did in 5 years.

Since its establishment, the PCCC has progressively built a credible track record as a regional service leader for climate action. These achievements have been made possible through the sustained partnership of the Governments of Samoa, Japan, New Zealand, Australia, the United Kingdom, Wellcome Trust, and others, alongside technical collaboration with regional and international organisations. Through a diverse range of services, partnerships, and initiatives, the Centre has responded to the evolving needs and priorities of PICTs, consistently positioning itself as a trusted convener on climate action, climate change knowledge brokerage, climate change research, climate innovation initiatives, and technical capacity development.

Nevertheless, the PCCC has overcome many challenges. Operational strain, evolving governance needs, and the persistent requirement for sustainable resourcing have tested the Centre's capacity to fully meet the region's growing climate demands. Feedback from PICTs, partners, and the SPREP PCCC Partner Dialogue in March 2025 affirmed the Centre's value but called for a more responsive governance framework, expanded technical services, and enhanced regional visibility.

8.1.1. Key Service 1: Knowledge Brokerage



Strengthening the capacity of knowledge brokers in advancing climate change action in the Pacific is a key service of the Pacific Climate Change Centre.

- **Revamped and redeployed the Pacific Climate Change Portal (PCCP):** The portal was upgraded in May 2024 as part of improving access to climate change information and resources, offering decision-making tools and knowledge-sharing platforms. The portal has significantly expanded its reach since its establishment, with 2,253 resources hosted and over 5,200 active users as of December 2024.
- **The impacts of the PCCC E-Learning Platform since 2021** – enhance accessibility, scalability, and interactivity for various educational and

training purposes. The platform currently hosts 1110 registered users, 41 courses, 369 registered participants were certified through 12 executive courses delivered through the PCCC JICA-CBCRP-Project and 44 from PCCC- ISPCCR-Project, while the 697 registered participants participate on the courses hosted on the PCCC e-learning platform.

- **The development of the regional funding Project proposal on “Building Capacity and Capability for Knowledge Brokerage (KB) in the Pacific to Support Climate Action and Resilience”:** The goal is enhancing climate

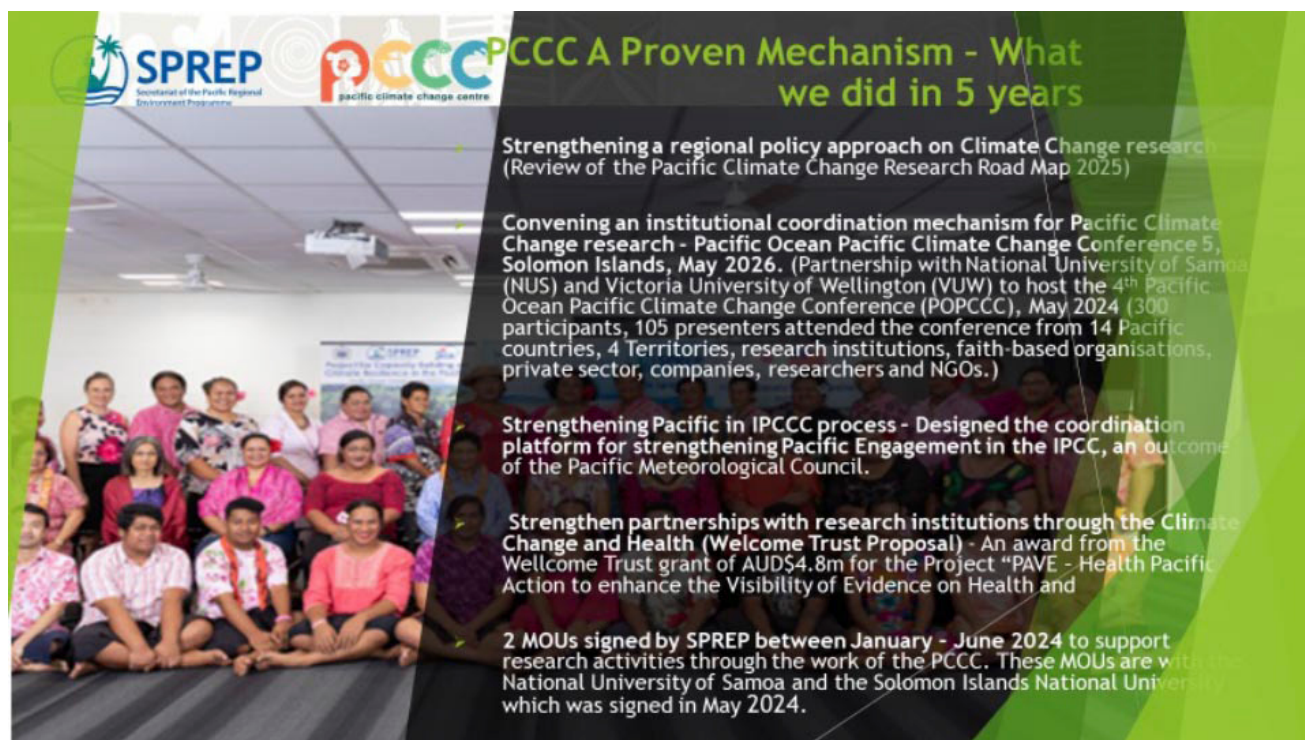
knowledge brokerage (KB) in the Pacific to empower the private sector, women, youth, and vulnerable groups through improved exchange, synthesis, and application of climate information for active participation in decision-making.

- **Transition of APCAN Pacific to PCCC administration:** This transition has allowed the PCCC to further expand its KB network, which now includes 6 coordinators and a subscriber base of 1,856 individuals who engage with the APCAN

e-newsletter. This platform continues to facilitate the exchange of climate-related knowledge and resources across the Pacific.

- **Ongoing Capacity building for knowledge brokerage for vulnerable groups:** This involves training programs, knowledge sharing initiatives, and support for applied research, all aimed at bridging the gap between climate science and practical action.

8.1.2. Key Service 2: Science to Services and Applied Research



- **First Pacific-focused initiative funded by the Wellcome Trust:** The PAVE-Health project, which aims to enhance the visibility of evidence on climate-related health risks in Pacific Island Countries (PICs) is the first Pacific access to the Wellcome Trust. This project is led by PCCC and the University of Melbourne, focusing on building local capacity to generate evidence, ensuring its policy-relevant, and enabling access to global climate. The Wellcome Trust is a global charitable foundation that supports science to solve urgent health challenges. Their work often involves funding research programs in various regions, including Africa and Asia. In the Pacific, they are now focusing on climate-related health risks through the PAVE-Health project.
- **Strengthening regional policy approach on Climate Change research** - Pacific Climate Change Research Road Map 2025 — the roadmap designed with the overall objective to enable transdisciplinary research to connect

the communities responsible for climate change science research and climate change adaptation to contribute jointly to the improved safety, security and prosperity of Pacific Islands. The specific objective is to advance the underpinning climate change scientific and traditional knowledge research in the Pacific and enable a people centred approach for Pacific Islands to address climate change impacts. The Research Roadmap 2025 specifically addresses the research needed to assist countries address key emerging issues, e.g., support for nationally determined contributions and national adaptation plans, loss and damage and climate security. The roadmap 2025 is presented as a concise, living document with provision for annual reviews and revisions and intended to guide Pacific climate change research for the next ten years.

- **Convening an institutional coordination mechanism for Pacific Climate Change research** - Pacific Ocean Pacific Climate Change

Conference - The 4th Pacific Ocean Pacific Climate Change Conference, “Our Ocean, Our Home: Climate Resilience for a Blue Pacific,” brought together academics, researchers, scientists, students, civil society actors, decisions-makers and representatives from the arts, faith and local communities, from all over the region and beyond, to discuss contemporary issues and challenges facing the Pacific as a result of global warming and climate events

- **Strengthening Pacific in IPCC process** - The summary of the IPCC Pacific regional dialogue was presented to the Pacific Meteorological Council (PMC) in August 2023 and was reflected in the outcomes of the Pacific Meteorological Council. This recommended SPREP through the Pacific Climate Change Centre (PCCC) to provide support to strengthen Pacific regional coordination and engagement with the IPCC.
- **Development of the regional funding proposal** on the engagement of PICTs Governments, research institutions and Pacific-based

researchers in the IPCC processes- Enhance the coordination capacity and capability of IPCC focal points and climate research stakeholders to facilitate more effective engagement of PICTs governments, research institutions, and Pacific-based researchers in the IPCC processes and broader climate research activities in the Pacific.

- **Three successful Indo-Pacific-Caribbean climate change fellowship programs:** In collaboration with the University of Melbourne the AUSAID fellowship programs are having a significant impact on climate resilience and leadership in the Pacific region. Thirty fellows are gaining valuable knowledge and skills to address climate change impacts, develop stronger national policies, and integrate diverse knowledges into policy and practice. The fellowships are also fostering stronger partnerships between Australia, the region, and Indo-Pacific-Caribbean partners, and supporting knowledge exchange through evidence-based policy design and implementation.

8.1.3. Key Service 3: Capacity Building and Training




PCCC A Proven Mechanism - What we did in 5 years

How PCCC Deliver Capacity Building

1. Regional and Sub-regional Trainings	Partnered with Governments, Climate Finance Access Network (CFAN), Asian Development Bank (ADB), Asian Institute of Technology (AIT RRC), 3 sub-regional trainings over 4 years
2. National Capacity Building and Trainings	National workshop KB for SI and Climate Finance Niue
3. Online Virtual Trainings	Ongoing Service for the PCCC, executive courses is 520, the total number registered as participants for the courses are over 1k.
4. Learning Exchange and Engagement	South – South Learning SCs, Pacific Climate Finance Community of Practice, Niue and GCF
5. Climate Finance Access Readiness Support	supporting countries access Readiness Support to enhance access to climate finance.
5. Project Idea/Concept Development	Project concepts through readiness but also through PCCC
6. Mentoring Service	Part of key function of PCCC on project development and also thematic areas
7. Focused capacity building/training	Human rights and CC Samoa, and Parliamentarians and CC Tonga
8. Fellowship programmes	Climate Change and Health UoM 2023 . Just transition 2024

Capacity Building on Climate Finance Access on Readiness Support

Country Support	Beneficiary Countries
Country Programmes	Solomon Islands, RMI, Niue, Nauru
Capacity Building and Trainings	Regional for Pacific Countries through the PCCC Niue – 2024 and 2205 Nauru – 2025 Nauru, Tuvalu, FSM - NAP Training delivered on V&A and Adaptation Planning
Project Ideas, Concept Notes and PPF	Nauru- 2, PNG – 1, Niue – 1 SAP and 1 SPC Solomon Islands – 1 AF SPREP Readiness – 7 (SI, FSM)
Knowledge sharing and learning	Niue Community of Practice PCCC Mentoring Service – PNG and Kiribati NAPs related activities
Private sector and financial institutions	SI – Private sector assessment and loss and damage product Engagement with – Vanuatu, Nauru, Niue, SI and RMI Chamber of Commerce
Policy and Strategic Planning	NAPs- Tuvalu, Nauru, FSM GCF No objection Procedure/Operation Manual – SI, Nauru, Niue, RMI
Accreditation and Public Finance Management	SI – Development Banks of Solomon Island (DBSI), Nauru – Department of Finance (DOF), Niue – NDB and Ministry of Finance, RMI – Marshall Island Development Bank and Finance






- **Ongoing delivery of Mentoring Services:**
 - » Three mentoring service as part of PCCC-CBCRP-Project was implemented to support formulation of Funding proposals to access Climate Finance. These services, part of a broader effort to build climate resilience in the Pacific, focus on knowledge transfer,

skill development, and supporting the implementation of climate change action plans. Through mentorship, the PCCC aims to empower individuals and organizations to effectively respond to climate change challenges and build a more sustainable future for Pacific Island nations.

- **Established hub for Capacity Building and Training:**
 - » From July 2019 to July 2024 – more than 1308 participants trained online with 54.60% female 45.25% male.
 - » The PCCC E-Learning Platform has become an essential tool for capacity-building across the Pacific offering a variety of climate change courses, contributing to enhanced knowledge brokerage through formal and open learning and training. There are 1,110 users and hosts 41 courses.
 - » Between 2020-2022, the CBCRP-PCCC project delivered 12 executive training courses focused on enhancing climate resilience in the Pacific region and Timor-Leste to more than 520 participants. These courses strengthened the capacity of individuals and organizations in climate change adaptation, access to climate finance, and mitigation strategies.
 - » Four subregional training workshops focused on enhancing the Pacific region's capacity in water and climate change, specifically using the Impacts Analysis (iA) methodology. These workshops aimed to build practical skills in project development, climate modelling, and the application of the iA methodology. The training emphasized the importance of partnerships, data management, and gender and social inclusion in addressing climate change impacts on water resources.
 - » 9 (nine) Regional training with a total of approximately 460 participants, delivered in partnership with the University of Melbourne, Rocky Mountain Institute, Climate Finance Access Network (CFAN), Asian Development Bank (ADB), Asian Institute of Technology (AIT RRC), UNITAR, Australian National University, Victoria University of Wellington, Ministry of Primary Industry New Zealand and the Pacific Community SPC on theme such as Climate Finance, Climate Change Impact, Climate Change and Health, Climate Resilience and Just Transition.
- **Approval of a new Technical Cooperation Project on Innovative Climate Solutions, 2024-2027:** The overall goal of the project is to implement innovative climate change solutions for the Pacific region. The project aims to bolster the PCCC's capacity to promote innovative climate change solutions, develop and deliver training programs targeting both public and private sectors, enhance the centre's ability to foster public-private partnerships through the PCCC Partnership Framework and strengthen knowledge brokerage capabilities for collecting, disseminating, and sharing information on innovative climate change solutions.
- **Enhanced Readiness and Preparatory Support** – PCCC has been supporting countries on their country-driven initiatives to strengthen institutional capacities, governance mechanisms, and planning and programming frameworks towards a transformational long-term climate action agenda.
- **Development of Curriculum content for the Climate Finance Advisor Network Training Programme:** Through a collaboration with RMI, the PCCC co-developed and delivered curriculum content for the Advisor Training Programme under the Climate Finance Access Network (CFAN), expanding regional expertise in climate finance mobilisation.
- **Support for WMO Pacific Regional Climate Centre (RCC)** – Training Node: Led by SPREP, with the PCCC serving as the Training Node under the virtual RCC framework, providing specialised training and capacity development for National Meteorological Services across the Pacific.



8.1.4. Key Service 4: Innovation



PCCC A Proven Mechanism – What we did in 5 years

- Development of the Pacific Innovative Climate Investment Hub (PICFI):
- The Implementation of the Innovative Solution for the Pacific Climate Change Resilience Project (ISPCCR) 2024-2027: 1ST Virtual Training Results, 13 Pacific Islands and Territories, 66% Female and 30% Male
- The development of the Pacific Climate Change Innovation Lounge (Virtual and Physical Platforms)
- Hosting of the Pacific climate change innovation exhibition
- Establishment of local innovation hubs in Pacific Countries








- **Development of the Pacific Innovative Climate Investment Hub (PICFI):** The PCCC successfully developed the concept and the business case for the Pacific Innovative Climate Investment Hub. It is designed to provide two core services (1) Technical Implementation Support (TIS) and (2) Grants Support (GS). The hub is built around the PCCC's four Key Services and aims to mobilize resources in a demand-driven, flexible, and predictable manner, catalysing climate action across the key thematic areas of adaptation, mitigation, applied research, capacity building, loss and damage and climate finance access. The hub is envisioned to utilize a flexible operational model, accessible to government, private sector, and non-government entities, and will leverage SPREP's procurement processes for efficient and transparent resource allocation. . It will operate on a cost-sharing model, with services triggered by country requests.
- **The Implementation of the Innovative Solution for the Pacific Climate Change Resilience Project (ISPCCR) 2024-2027:** The ISPCCR is a collaborative initiative between SPREP, the Japan International Cooperation Agency (JICA), and the Government of Samoa. Implemented by the PCCC in partnership with JICA, this three-year project strengthens the Innovation Service of the PCCC through capacity building, training, and advocacy for innovative climate change solutions. It also supports the promotion of Public-Private Partnerships (PPP) to accelerate innovation in the region.
- **The development of the Pacific Climate Change Innovation Lounge (Virtual and Physical Platforms)**
 - » **Physical lounge:** The Innovation Lounge, located within the PCCC building, will be installed as a modern, dedicated space equipped with advanced communication technology to host events and connect with PICTs in real time.
 - » **Virtual lounge:** A year-round, accessible virtual platform enabling continuous networking and knowledge exchange between innovators and users of climate change solutions. The platform also allows countries to organise national and sub-national virtual events to showcase local innovations.
 - » **Hosting of the Pacific climate change innovation exhibition:** The PCCC organised two successful regional exhibitions in 2022 and 2024.
- **The most recent exhibition focused on thematic areas including Islands and Coastal Ecosystems, Climate Change and Health, Climate Smart Agriculture, Renewable Energy, Water Security, Tourism, and Innovative Climate Finance.** 224 attendees logged in to watch the live sessions and explore innovations, with anywhere between 16 and 43 individuals watching live sessions at any time. The event brought together national climate change focal points, universities, the private sector, and

local innovation hubs to showcase practical, fit-for-purpose solutions for Pacific communities.

- **Establishment of local innovation hubs in Pacific Countries:** In collaboration with national governments and partners, the PCCC supported the establishment of local innovation hubs in several

countries, including Samoa and Kiribati. These hubs serve as dedicated spaces for developing, trialling, and disseminating climate resilience solutions, with a strong focus on capacity building and skills development for local communities.

9. The Unique Advantage of the Pacific Climate Change Centre.

- The PCCC's unique role stems from its vision of catalyzing climate action and investment focused on climate change priorities of Pacific Island countries.
- Strengthening national and regional capacities: Pacific Island governments and their officials are increasingly stretched in managing multiple aspects of the climate change agenda, including international negotiations, domestic policy development, project implementation, and accessing climate finance. The PCCC was established to improve the availability and flow of decision-relevant, synthesised climate information to support Pacific governments in addressing these challenges.
- Building capacity to apply climate change information for action: As climate change responses increasingly engage a diverse range of government agencies, private sector actors, and civil society groups, it is vital that these stakeholders have the skills and confidence to interpret, apply, and integrate climate information into their planning and decision-making processes. The PCCC will prioritise delivering targeted capacity building, technical training, and practical tools to enhance the effective use of climate data and services across sectors, ensuring that regional climate risks are met with informed, proactive responses.
- Improving the application of climate change science to services in decision-making: By focusing on applied research, innovation, and translation of climate change science into usable, decision-relevant formats, the PCCC supports the development of new products and services while equipping individuals with skills to incorporate robust climate change information into decision-making.
- Improving the reach, usability, and timeliness of climate change information: Reliable climate change information does not always reach the people who need it in a form they can easily understand, or at the time it is required. The PCCC aims to address this by improving the production, tailoring, and dissemination of credible, user-oriented knowledge products. Through strengthening relationships between knowledge producers and users and promoting regional platforms such as the Pacific Climate Change Portal (PCCP), the Centre will work to ensure climate change information is accessible, usable, and timely for decision-makers at all levels.

- Strengthening the Research Community through the Pacific Climate Change Roadmap 2025-2036 is pivotal in generating climate change information to support national and sectoral decision-making. The PCCC aims to enhance Pacific Research capacity to deliver reliable data and advisories that inform responses to current and future climate change risks at national and sub-national levels. Improving coordination and targeting of capacity-building initiatives: The proliferation of climate-related workshops and training events underscores the importance of capacity building but also highlights the need for improved coordination and alignment of training opportunities. The PCCC works with regional partners to promote better communication and complementarity between training programmes and delivers its own targeted, practical capacity-building activities.
- Fostering innovation and emerging solutions for climate action: Recognising the need for innovative responses to Pacific climate challenges, the PCCC supports the piloting and scaling of new technologies, practices, and financial solutions that enhance climate resilience. The Centre identifies opportunities to test emerging tools and approaches, collaborates with regional partners and technical agencies, and facilitates knowledge exchange on innovation in climate adaptation, mitigation, and financing. The PCCC will also provide support for the new division within SPREP – the Climate, Science and Innovation (CSI), ONE CROP mechanism, the Pacific Climate Change Roundtable to better support Pacific Island Countries and Territories (PICTs) in enhancing access to relevant climate change information, new technologies, innovative practices and financial solutions for building resilience to climate change.
- Strengthening climate science to services and the development of climate change products: Enhancing the region's ability to translate climate science into actionable services and tools remains a priority. The PCCC plays an important role in implementing the Pacific Climate Change Research Roadmap 2025-2036, serving as a conduit where researchers and practitioners co-develop products tailored to Pacific needs.
- Bridging research, policy, and practitioner communities: The PCCC is a regional mechanism to connect researchers, policymakers, and practitioners to ensure that research conducted in the Pacific leads to practical, impactful outcomes. It actively promotes collaboration, knowledge-sharing, and alignment of research outputs with country needs, supported by frameworks such as the Pacific Climate Change Research Roadmap.
- Addressing climate-induced mobility and displacement: Pacific leaders are increasingly prioritising policy and operational frameworks to manage climate-induced displacement, human mobility, and planned relocation. The PCCC can support this by convening knowledge exchanges and producing resources to strengthen national and regional capacities on this issue.
- Loss and Damage, including Non-Economic Loss and Damage (NELD): The operationalisation of the Loss and Damage Fund and establishment of associated funding arrangements have made Loss and Damage a core component of the regional climate agenda. Pacific Island countries are prioritising efforts to strengthen national coordination mechanisms, absorptive capacity, and institutional readiness to access and manage Loss and Damage finance. There is increasing focus on addressing NELD encompassing losses related to culture, traditional knowledge, biodiversity, health, identity, and sense of place. The PCCC can play a key role in supporting awareness-raising, capacity building, and knowledge brokerage to improve understanding of NELD and integrate it into national and regional planning processes.

- **Climate-health nexus and health system resilience:** The interlinkages between climate change and health are becoming more pronounced, with increased threats from vector-borne diseases, water and food insecurity, mental health challenges, and disaster-related trauma. The PCCC is implementing a new project on Health and climate change PAVE-Health: Pacific Action to enhance the Visibility of Evidence on Health and Climate Impacts aimed at building local capacity to generate evidence on the health impacts of climate change, ensure local evidence is policy-relevant via conduct or revision of Health Vulnerability and Capacity Assessments (VCAs) that underpin National Adaptation Plans (NAPs) and their health-specific components, and enable the use of this knowledge generation, capacity development and engagement to access global climate finance.
- **Ocean-based climate solutions and blue carbon:** The Pacific continues to lead in recognising the role of the ocean in climate action. There is a growing regional focus on protecting, restoring, and sustainably managing ocean and coastal ecosystems as a means to deliver both mitigation and adaptation benefits. The PCCC can support applied research, capacity building, and knowledge exchange on blue carbon and other ocean-based solutions.
- **Scaling Nature-Based Solutions (NbS) with Social and Environmental Safeguards:** The expansion of nature-based solutions to address climate risks is gaining momentum, but there is a recognised need to ensure that NbS initiatives are designed with strong social inclusion, gender equity, and environmental safeguards to avoid unintended consequences and maximise co-benefits.
- **Knowledge Brokerage tools and innovation platforms:** Ensuring PICTs maintain control over their climate, environmental, and disaster risk data, while modernising information systems and enhancing national capacities for data interpretation and application, is a growing regional priority.
- **Circular economy and climate-resilient livelihoods:** Integrating circular economy principles into climate responses presents opportunities for low-carbon, resilient, and inclusive livelihoods. This includes improving food systems, waste management, and sustainable natural resource use in climate-vulnerable communities.



10. Strategic Service Goals

Strategic Goal 1:



Knowledge Brokerage - To empower decision-makers with accessible, relevant, fit for purpose and user-friendly climate change information to support evidence-based climate action.

Strategic Action 1.1:

Strengthen linkages between producers and users of climate change knowledge.

This strategic action aims to bridge the gap between climate change knowledge producers (such as scientists, researchers, and international organizations) and users (such as policymakers, local governments, and communities) in the Pacific region. By establishing strong partnerships and promoting collaboration, this aims to ensure that climate knowledge is accessible, relevant, and applied to inform decision-making processes in climate adaptation and resilience planning.

Strategic Action 1.2:

Enhance information tools and platforms to promote climate change actions and solutions.

This involves enhancing the functionality of key platforms, such as the Pacific Climate Change Portal and Pacific Climate Innovation Lounge, to make them more accessible, user-oriented, and effective at disseminating climate knowledge.

Strategic Action 1.3:

Improve the synthesis and translation of climate change information for decision-making.

The strategic action focuses on improving the capacity to synthesize complex climate data and translate it into user-friendly formats that can guide decision-making. This is to help stakeholders at all levels access and use climate information to integrate climate resilience into development planning.

Strategic Action 1.4:

Strengthen the PCCC's role as the regional centre for climate change knowledge brokerage.

This strategic action aims to increase the visibility of climate change issues affecting the Pacific region and highlight the innovative solutions being implemented to address them. This includes raising awareness among local populations, decision-makers, and global audiences about the challenges posed by climate change, while also showcasing the resilience and adaptive solutions emerging from the Pacific. Targeted communication strategies will promote regional efforts and encourage wider support for climate action.

Strategic Goal 2:



Science to Services and Applied Research - To strengthen Pacific-led climate change research that informs policy, innovation, and resilience building, and ensures scientific knowledge is accessible and actionable for decision-makers.

Strategic Action 2.1:

Promote, co-design, and deliver targeted research projects aligned with regional priorities.

- Promoting, co-designing, and delivering research projects in collaboration with regional and international partners that address the key priorities outlined in the Pacific Climate Change Research Roadmap 2025-2030.
- Address pressing climate challenges specific to the Pacific region, contributing to the development of practical, science-based solutions for mitigation, adaptation, and Loss and Damage.
- Leveraging local knowledge and expertise, these projects aim to ensure that the outcomes are relevant, actionable, and supportive of the region's climate goals.

Strategic Action 2.2:

Enhance regional research capacity and strengthen Pacific engagement in global climate change science platforms.

This focuses on empowering Pacific researchers and institutions through targeted training, mentoring, and collaborative research opportunities. This action will also strengthen the engagement of PICTs in global climate

research platforms such as the Intergovernmental Panel on Climate Change (IPCC), enhancing the coordination and capability of IPCC focal points to ensure Pacific priorities are reflected in international climate change science.

Strategic Action 2.3:

Strengthen partnerships with universities to generate new, regionally relevant Pacific-led research on climate change.

This strategic action is focused on building strong academic partnerships with universities that can contribute to the development of new research and knowledge that is directly applicable to the climate challenges faced by PICTs. By leveraging the expertise of academic institutions, PCCC can facilitate the development of cutting-edge research that is grounded in local realities. These partnerships can also help in building academic networks that create opportunities for joint research, shared resources, and innovative problem-solving.

Strategic Action 2.4:

Strengthen research platforms to convene researchers and practitioners to promote Pacific-led research on climate change.

This strategic action emphasizes the importance of developing and deepening partnerships through the PCCRC (Pacific Climate Change Research Conference) to coordinate research institutions that can contribute significant expertise, resources, and networks for large-scale research initiatives. Through these collaborations, PCCC seeks to co-create evidence-based solutions tailored to the realities of Pacific communities while building long-term research capacity and leadership in the region. By actively engaging with a diverse range of research organisations, the PCCC will ensure the continuity, relevance, and impact of Pacific-led research efforts, contributing to innovative, scalable, and context-specific climate resilience initiatives.

Strategic Action 2.5:

Promote the translation of scientific research into accessible, user-friendly formats to support evidence-based decision-making.

This strategic action ensures that climate research, particularly in priority areas identified for the Pacific, is effectively converted into user-friendly, actionable tools and resources. It involves identifying and regularly updating priority research themes relevant to PICTs to ensure the translation efforts remain relevant and targeted. This supports the creation of practical tools, decision-support systems, and communication products that bridge the gap between complex scientific findings and the needs of policymakers, practitioners, and communities.

Strategic Goal 3:



Capacity Building - To enhance the capacity of Pacific people and institutions to lead and implement effective and inclusive climate action.

Strategic Action 3.1:

Support technical capability for the PCCC to be a platform to deliver capacity building and training on adaptation, mitigation, science to services, Loss and Damage, and climate finance.

This strategic action seeks to establish the PCCC as a leading regional platform for delivering high-quality,

demand-driven capacity building programmes that address the thematic priorities of PICTs. It will focus on developing and delivering training activities, tools, and services that are contextually appropriate, culturally responsive, and aligned with Pacific priorities and the latest climate change science.

Strategic Action 3.2:

Develop and Deliver capacity building training and fellowships programmes to enhance climate change action.

This strategic action focuses on enhancing the ability of Pacific researchers, practitioners, and institutions to meaningfully incorporate traditional knowledge, indigenous practices, cultural values, and ethical frameworks into climate research and decision-making processes. It aims to foster the co-production of knowledge that reflects the lived realities and priorities of Pacific communities, ensuring that climate solutions are culturally grounded, socially inclusive, and locally appropriate. Through training, regional exchanges, and knowledge-sharing platforms, the PCCC will promote the integration of Pacific knowledge systems alongside scientific research to strengthen evidence-based, community-driven climate responses.

Strategic Action 3.3:

Implement and operationalise the Long-Term Sustainability Plan for Capacity Building on Climate Change to ensure continuity, relevance, and measurable impact.

This strategic action focuses on operationalising a long-term framework to guide and sustain PCCC's capacity building activities. It will institutionalise mechanisms

such as resource mobilisation strategies, advisory groups, and outcome tracking systems to ensure the capacity building programme remains responsive, well-resourced, and effective in meeting evolving regional climate priorities.

Strategic Action 3.4:

Mainstream gender equality, disability, and social inclusion (GEDSI) in all a capacity building activity for climate action across the Pacific.

This strategic action focuses on advancing gender equality, disability inclusion, and broader social inclusion in climate action by ensuring that women, persons with disabilities, youth, and other marginalised groups are actively engaged in climate change leadership, decision-making, and implementation processes. It aims to build leadership capabilities, foster inclusive participation in climate policy and project delivery, and create safe, accessible, and enabling spaces for diverse voices to shape climate solutions. In particular, it will prioritise initiatives that empower women and girls, people with disabilities, and Pacific youth, recognising their critical role in driving resilient, equitable, and community-led climate responses.



Strategic Goal 4:



Innovation - To accelerate transformational and innovative climate solutions through inclusive, fit for purpose and locally driven approaches that respond to Pacific priorities and community needs.

Strategic Action 4.1:

Develop and promote innovative climate resilience products, services, and approaches tailored to Pacific needs.

This strategic action focuses on fostering the creation, testing, and promotion of climate resilience solutions that are locally relevant, culturally appropriate, and capable of addressing the specific challenges faced by PICTs. It emphasizes locally led innovation, indigenous solutions, and practical tools that support climate services and sustainable development.

Strategic Action 4.2:

Establish and operationalise the Pacific Climate Innovation Lounge as a dynamic regional platform for connecting challenges, solutions, opportunities and stakeholders.

This strategic action aims to enhance the Pacific Climate Innovation Lounge as a key regional convening space for ongoing dialogue, partnership-building, and collaboration on climate innovation. The focus will be on ensuring that the platform remains inclusive, accessible, and responsive to the innovation priorities of Pacific communities, governments, private sector, youth, and GEDSI groups.

Strategic Action 4.3:

Mobilise resources to leverage the legacy initiatives as programmatic approaches for climate action in the Pacific.

This strategic action focuses on harnessing the lessons, partnerships, and models from PCCC's ongoing and completed urban resilience initiatives, to develop, pilot, and scale innovative, cost-effective solutions for urban climate resilience. Through this approach, the PCCC will position itself as a regional platform for replicating proven models, supporting integrated master planning, promoting blue/green township concepts, and fostering applied research and knowledge exchange. This will enable PICTs to access tailored, evidence-based, and sustainable urban resilience solutions, while enhancing the Centre's leadership in regional innovation for climate-resilient urban development.

Strategic Action 4.4:

Mobilise long term investment and operationalise the Pacific Climate Innovative Investment Hub as a dynamic innovative financing and technical support mechanism.

This strategic action aims to establish the Pacific Climate Innovative Investment Hub as a key driver of climate resilience by providing accessible financing and technical support for transformative climate actions. It focuses on leveraging strategic partnerships, facilitating funding opportunities, and ensuring that innovative solutions are scaled and replicated across the Pacific.

Strategic Goal 5:



Institutional Governance, Capacity and Capability- To strengthen PCCC’s institutional capacity, capability, governance, and operational systems to deliver high-quality, responsive, and regionally relevant climate change services.

Strategic Action 5.1:

Strengthen PCCC’s governance for strategic leadership and operational accountability.

This strategic action supports the development of a governance model that enables strategic oversight while ensuring operational clarity. It includes refining roles, reporting lines, and decision-making processes to enhance institutional effectiveness.

Strategic Action 5.2:

Strengthen operational systems, infrastructure, and service delivery mechanisms.

This strategic action focuses on improving the overall systems, infrastructure, and processes of the PCCC. It aims to ensure the Centre is well-equipped to deliver its core services and respond effectively to the evolving needs of PICTs. This includes enhancing tools, workflows, and service delivery mechanisms.

Strategic Action 5.3:

Expand staffing capacity to meet growing regional demands.

This strategic action focuses on increasing the number of technical, strategic, and administrative staff to support the delivery of services across the PCCC’s core service areas. A phased staffing plan will address current operational pressures and ensure adequate resourcing for the Centre’s expanding service portfolio.

Strategic Action 5.4:

Enhance the capability, expertise, and professional development of PCCC staff.

This strategic action focuses on strengthening the skills, knowledge, and leadership capacity of the PCCC team through structured professional development programs, technical training, and mentorship opportunities. It aims to foster a highly capable, future-ready workforce equipped to lead and deliver high-quality climate services.

Strategic Action 5.5:

Engage technical experts and volunteer network as strategic resources.

This strategic action will focus on establishing an approach for regional technical experts, professional networks, and volunteers as complementary resources to the PCCC’s core workforce. By tapping into the expertise, services, and support of regional partners, technical experts, and volunteers, the Centre can extend its reach, enrich its programming, and deliver greater value to member countries.

Strategic Goal 6:



Regional Visibility and Influence: To position the PCCC as a visible, trusted, and influential regional and global leader in climate change knowledge, partnerships, and advocacy.

Strategic Action 6.1:

Strengthen PCCC's visibility, communication, and brand identity.

This strategic action will focus on developing and implementing a communication strategy that promotes the Centre's work, showcases its impact, and engages both regional and international audiences. It will also emphasize refining the Centre's branding and storytelling to consistently reflect its mission, values, and Pacific identity. A strong and unified brand presence will enhance recognition, build trust, and reinforce the PCCC's role as a regional leader in climate action.



Strategic Action 6.2:

Position PCCC as leader in climate change action

This strategic action focuses on increasing the Centre's presence in regional and global forums, contribute to policy dialogues, and publish high-quality knowledge products that reflect the Centre's expertise and leadership in climate resilience and capacity building.



Strategic Goal 7:



Financial sustainability: To establish a diversified and sustainable financial base to support PCCC's long-term operations and initiatives.

Strategic Action 7.1:

Secure diversified donor funding, including grants, climate finance, and philanthropic contributions.

This strategic action focuses on pursuing a balanced portfolio of funding streams, including government grants, bilateral and multilateral climate finance institutions, and philanthropic contributions. Diversifying the Centre's financial base will reduce reliance on any single funding source, safeguard operational continuity, and position the PCCC to scale its services in response to regional priorities.

Strategic Action 7.2:

Develop and launch accredited, paid training and certification programs to generate consistent revenue.

This strategic action seeks to establish accredited, high-quality training and certification programs in climate change, resilience, and related technical disciplines. Delivered on a fee-paying basis, these programs will provide valued capacity-building services to Pacific stakeholders while creating a predictable internal revenue stream to help fund the Centre's operational and programmatic activities.

Strategic Action 7.3:

Explore inclusion of key staff positions under SPREP's core funding to ensure stable human resource support.

This strategic action aims to secure long-term institutional support by incorporating essential PCCC staff positions into SPREP's core operational budget. Embedding key roles within SPREP's funding framework will improve financial stability, reinforce alignment with SPREP's mandate, and ensure consistent delivery of climate resilience services to the region.

Strategic Action 7.4:

Formalize internal revenue streams.

This strategic action focuses on formalizing mechanisms for directing revenue generated through the rental of the PCCC's training facilities and solar energy infrastructure. By establishing a predictable, internally controlled income stream, the Centre can reduce its dependence on external funding and create flexible resources to support operational needs and strategic initiatives.

Strategic Action 7.5:

Initiate joint fundraising campaigns and consortium-based proposals with regional and global partners.

This strategic action focuses on developing joint fundraising initiatives and multi-partner funding proposals with regional and international organisations. Collaborative fundraising efforts will improve access to large-scale, multi-year funding opportunities, enable shared delivery models, and foster stronger regional partnerships for collective climate action.

Strategic Action 7.6:

Leverage emerging investment hubs and legacy initiatives to access long-term, catalytic funding.

This strategic action seeks to position the PCCC to access emerging investment hubs, climate finance mechanisms, and legacy initiatives aimed at supporting transformational climate resilience projects. By securing long-term, catalytic funding, the Centre can reduce reliance on short-term, project-based grants and enhance its leadership role as a regional climate change service hub.

11. Implementation and Monitoring Framework

Strategic Goal 1 (SG): Knowledge Brokerage

To empower Pacific decision-makers with accessible, relevant, and trusted climate knowledge to support evidence-based climate action.

STRATEGIC ACTION	OUTCOMES	INTERMEDIATE OUTCOMES	OUTPUTS	INDICATORS	TARGET	KEY ASSUMPTIONS / RISKS
Strategic Action 1.1: Strengthen linkages between producers and users of climate change knowledge.	Outcome 1.1: Established and sustained partnerships between climate knowledge producers and users, resulting in co-developed knowledge products that inform national and regional climate policies.	Intermediate Outcome 1.1.1: A functional, up-to-date regional knowledge broker map and active network of partnerships established to strengthen coordination between producers and users of climate knowledge.	Regional Knowledge Broker Map and Database updated biennially.	Regional Knowledge Broker Map updated.	Updated biennially (2025, 2027, 2029)	Assumptions: Stakeholders are willing to share and update data regularly. There is alignment between knowledge producers and users. There is sustained interest and capacity to maintain partnerships. Co-created products are relevant and timely for policy influence. Risks: Technical infrastructure for the map/database is reliable and accessible. Data becomes outdated due to lack of updates. Partnerships dissolve or become inactive. Misalignment between stakeholder expectations. Limited funding or technical support for maintaining the database. Low participation due to competing priorities or travel constraints. Policy briefs not used or cited by decision-makers.
			At least 10 strategic partnerships for knowledge exchange established.	Number of joint initiatives or co-authored outputs from partnerships.	At least 10 partnerships by 2030 (2 per year from 2025)	
			Annual partnership engagement reports.	Annual partnership engagement reports.	1 report per year	
			A regional workshop on knowledge application hosted annually.	Regional workshop on knowledge application.	1 annually	
			Events (e.g., Futures Festival) held biennially.	Biennial events (e.g., Futures Festival).	Held in 2025, 2027, 2029	
Strategic Action 1.2: Enhance communication and promote climate change challenges and solutions.	Outcome 1.2: PICTs have improved access to and use of high-quality, trusted information on climate change science, climate change impacts, and responses (adaptation, mitigation, and Loss and Damage), supporting more informed decision-making and public engagement.	Intermediate Outcome 1.2.1: Strengthened awareness and engagement on climate issues across PICTs, reflected through increased participation in campaigns, media features, and community storytelling initiatives.	Searchable database accessible via the Pacific Climate Change Portal	Searchable database on Pacific Climate Change Portal.	Fully operational by 2026, updated annually	Assumptions: Communities and media are receptive to climate messaging. There is capacity to produce and disseminate content regularly. Storytelling resonates with diverse audiences across PICTs. Risks: Campaigns fail to reach target audiences. Media coverage is limited or inconsistent. Cultural sensitivities or misinformation hinder engagement
			2 knowledge products co-developed per year to inform decision-makers on climate change strategies.	Number of Co-developed policy briefs. Number of briefs cited in national or regional policy documents.	2 per year (10 total by 2030)	
			Number of briefs cited in national or regional policy documents.	Number of briefs cited in national or regional policy documents.	2 per year (10 total by 2030)	
			Number of briefs cited in national or regional policy documents.	Number of briefs cited in national or regional policy documents.	2 per year (10 total by 2030)	
			Number of briefs cited in national or regional policy documents.	Number of briefs cited in national or regional policy documents.	2 per year (10 total by 2030)	
Strategic Action 1.2: Enhance communication and promote climate change challenges and solutions.	Outcome 1.2: PICTs have improved access to and use of high-quality, trusted information on climate change science, climate change impacts, and responses (adaptation, mitigation, and Loss and Damage), supporting more informed decision-making and public engagement.	Intermediate Outcome 1.2.1: Strengthened awareness and engagement on climate issues across PICTs, reflected through increased participation in campaigns, media features, and community storytelling initiatives.	Number of briefs cited in national or regional policy documents.	Number of briefs cited in national or regional policy documents.	2 per year (10 total by 2030)	Assumptions: Communities and media are receptive to climate messaging. There is capacity to produce and disseminate content regularly. Storytelling resonates with diverse audiences across PICTs. Risks: Campaigns fail to reach target audiences. Media coverage is limited or inconsistent. Cultural sensitivities or misinformation hinder engagement
			Pacific Climate Voices podcast launched with 6 episodes annually.	Number of podcast episodes released.	6 episodes annually (30 total by 2030)	
			10 media features secured annually.	Number of media features.	10 annually (50 total by 2030)	
			3 webinars and outreach events held annually.	Number of webinars and outreach events.	2 annually (12 total by 2030)	
			8 Climate stories from PICTs published in a year.	Number of climate stories published. Engagement metrics (views, shares, feedback).	8 annually (40 total by 2030)	

STRATEGIC ACTION	OUTCOMES	INTERMEDIATE OUTCOMES	OUTPUTS	INDICATORS	TARGET	KEY ASSUMPTIONS / RISKS
Strategic Action 1.3: Improve the synthesis and translation of climate change information for decision-making.	Outcome 1.3: Decision-makers across PICTs are increasingly applying practical tools, applications, and processes that integrate climate change science into planning, policy, and implementation.	Intermediate Outcome 1.3.1: Increased capacity of decision-makers and technical officers to interpret and apply climate data in policy and implementation, supported through targeted training and technical assistance.	Knowledge products (e.g., infographics) produced.	Number of knowledge products (e.g., infographics). % of PICTs reporting improved access to relevant, Pacific climate knowledge through PCCC-supported platforms and initiatives.	4 per year (20 total by 2030)	Assumptions: Decision-makers are motivated to engage in training. Training content is relevant and accessible. There is institutional support for applying new knowledge. Risks: Low attendance or engagement in training programs. Knowledge not translated into policy or practice. Limited follow-up or support post
			Annual synthesis reports on key climate trends in the Pacific produced for regional stakeholders.	Annual synthesis reports produced.	1 per year (5 total by 2030)	
			2 training programs delivered to decision-makers on climate information application.	Number of training sessions delivered. Post training assessments showing increased competency.	2 per year (12 total by 2030)	
Strategic Action 1.4: Maintain and expand the PCCC's role as the regional hub for climate knowledge.	Outcome 1.4: The PCCC is widely recognized and utilized as the central regional platform for accessing, sharing, and co-creating trusted climate knowledge.	Intermediate Outcome 1.4.1 Increased regional engagement with PCCC platforms and knowledge services, reflected in growing partnerships, user traffic, downloads, and participation in knowledge-sharing events.	PCCP updated half yearly with new resources.	Number of PCCP resource updates. Increased user traffic and resource downloads from the PCCP annually.	Twice yearly (10 updates by 2030)	Assumptions: Users find the platforms useful and easy to navigate. There is ongoing investment in digital infrastructure. SPREP projects are open to integrating KM support. Risks: Technical issues or outdated content reduce platform use. Budget constraints delay upgrades or new features. Low uptake of knowledge-sharing tools and services.
			At least 2 new features launched on the Pacific Climate Innovation Lounge to facilitate knowledge sharing and climate innovation.	Number of new features on Pacific Climate Innovation Lounge.	2 features by 2027	
			KM support integrated into 4 of SPREP climate change projects.	KM support integrated into SPREP projects.	4 projects by 2030	
			Joint calendar of capacity-building events published and updated half-yearly.	Joint calendar of capacity-building events.	Published and updated twice yearly (10 updates by 2030)	
			Dedicated budget line for knowledge brokerage infrastructure secured.	Budget line established and allocated.	By 2026	
			Upgraded digital Knowledge Hub platform with expanded capacity.	Fully operational by 2027.	By 2027	

Strategic Goal 2: Science to Services and Applied Research

To strengthen Pacific-led climate research that informs policy, innovation, and resilience building, and ensures scientific knowledge is accessible and actionable for decision-makers.

STRATEGIC ACTION	OUTCOMES	INTERMEDIATE OUTCOMES	OUTPUTS	INDICATORS	TARGET	KEY ASSUMPTIONS / RISKS
Strategic Action 2.1: Promote, co-design, and deliver targeted research projects aligned with regional priorities.	Outcome 2.1: Targeted, co-designed research projects aligned with regional climate priorities are being implemented across PICTs, resulting in evidence that directly informs policy and resilience-building efforts.	Intermediate Outcome 2.1.1: Priority research themes identified, and co-delivery partnerships established with regional stakeholders, universities, and international research institutions.	5 joint research initiatives co-delivered with international/regional institutions.	Number of joint initiatives launched.	1 per year	Assumptions: Regional and international institutions are willing to collaborate. Funding opportunities are accessible and aligned with Pacific priorities. Stakeholders agree on priority research themes. Risks: Limited funding or delays in grant approvals. Misalignment between institutional priorities and Pacific needs. Difficulty in sustaining long-term partnerships.
			2 successful funding grants secured. Priority research themes document published.	Number of grants awarded for Roadmap-aligned research. Pacific Climate Change Research Roadmap published and endorsed by stakeholders.	1 every two years Updated biennially (2025, 2027, 2029)	
Strategic Action 2.2: Enhance regional research capacity and strengthen Pacific engagement in global climate change science platforms.	Outcome 2.2: Regional research capacity is enhanced, with increased Pacific Islander participation and leadership in global climate change science platforms and networks.	Intermediate Outcome 2.2.1: Increased technical research skills among Pacific researchers.	1 regional training event delivered annually.	Number of training events held.	5 by 2030	Assumptions: Researchers are available and interested in capacity-building. Fellowship and internship programs are adequately funded. National institutions support technical missions. Risks: Low participation due to competing priorities or lack of incentives. Limited institutional capacity to absorb and apply new skills. Fellowship placements may be underutilized or poorly matched.
			Post-training evaluations show ≥ 80% satisfaction.	Participant feedback scores.	≥ 80% satisfaction rate annually	
			At least 2–3 fellowship/internship placements completed annually (individuals from the region).	Number of placements completed.	15 by 2030	
			2 technical support missions completed annually.	Number of missions completed and linked to national research plans.	10 by 2030	
			Year-on-year increase in PICT-led research funding applications.	Number of applications submitted.	10% increase annually from 2025 baseline	

STRATEGIC ACTION	OUTCOMES	INTERMEDIATE OUTCOMES	OUTPUTS	INDICATORS	TARGET	KEY ASSUMPTIONS / RISKS
Strategic Action 2.2: Enhance regional research capacity and strengthen Pacific engagement in global climate change science platforms.	Outcome 2.2: Regional research capacity is enhanced, with increased Pacific Islander participation and leadership in global climate change science platforms and networks.	Intermediate Outcome 2.2.2: Increased and coordinated Pacific Island participation in IPCC processes.	IPCC coordination platform operational.	Platform launched and used by PICT representatives	Operational by 2026	Assumptions: IPCC processes remain open and inclusive to Pacific participation. PCCC has the capacity to coordinate and support engagement. Factsheets are well-received and understood by target audiences. Risks: Limited representation due to travel or resource constraints. IPCC timelines may not align with regional planning cycles. Factsheets may not be updated regularly or widely disseminated.
			Simplified IPCC Factsheets developed and disseminated tailored to Pacific audiences based on latest IPCC Assessment Reports and Special Report.	Number of IPCC Factsheets developed and disseminated.	Minimum of 1 factsheet per new IPCC assessment cycle/report relevant to Pacific priorities. Dissemination to all PICT national climate change focal points and regional partners within 3 months of each IPCC report release.	
			1 annual coordination report on IPCC engagement 1 IPCC capacity-building workshop annually.	Report published and shared with stakeholders. Workshop held and evaluated.	5 reports by 2030 5 workshops by 2030	
Strategic Action 2.3: Strengthen partnerships with universities to generate new, regionally relevant climate knowledge.	Outcome 2.3: Partnerships with universities have generated new, regionally relevant climate knowledge that supports innovation and addresses local adaptation and mitigation needs.	Intermediate Outcome 2.3.1: Formal partnerships with universities established and maintained for collaborative research, academic exchanges, and co-supervision programs.	Joint research publications resulting from collaborative work between PCCC and regional or international universities.	Number of joint research publications produced through PCCC collaborations.	≥ 1 publication per year from 2026 onwards	Assumptions: Universities are open to collaboration and co-supervision. PCCC staff have time and support to engage in exchanges. Academic outputs are valued and integrated into regional planning. Risks: Partnerships may stall due to administrative or funding issues. Academic exchanges may not lead to tangible outcomes. Peer-reviewed publication processes may be slow or resource-intensive.
			New MOUs with additional academic institutions for knowledge exchange, research collaboration, and mutual capacity-building.	Number of new signed MOUs with academic/research institutions.	≥ 5 new MOUs by 2030	
			At least 2 academic exchange or visiting researcher placements facilitated per year through formal partnerships.	Number of academic exchange or visiting researcher placements conducted annually.	2 placements facilitated per year from 2025–2030	
			At least 1 peer-reviewed publications co-authored with university partners each year.	Number of peer-reviewed papers.	At least 5 by 2030	
				Number of events attended. Number of conference presentations or panels led by PCCC staff. Post-event reflection reports or knowledge briefs produced.	At least 5 by 2030	

STRATEGIC ACTION	OUTCOMES	INTERMEDIATE OUTCOMES	OUTPUTS	INDICATORS	TARGET	KEY ASSUMPTIONS / RISKS
Strategic Action 2.4: Expand and strengthen research collaborations with research institutions to support sustained, Pacific-led research.	Outcome 2.4: Sustained, Pacific-led research is supported through expanded collaborations with regional and international research institutions, leading to long-term knowledge generation and application.	Intermediate Outcome 2.4.1: A formal Pacific Research Network established and operational, advocating for Pacific-led research and leadership in international dialogues.	1 Pacific Climate Research Forum held each year, with published proceedings. A "Pacific Research Network" charter signed by ≥ 7 institutions.	Forum held and proceedings published. Charter signed by ≥ 15 institutions.	5 by 2030 At least 7 by 2030	Assumptions: Institutions are willing to join and actively participate. The network is seen as valuable and relevant. There is leadership and coordination capacity within PCCC. Risks: Low engagement or inactive membership Lack of clarity on roles and responsibilities within the network Difficulty in maintaining momentum and funding for forums.
Strategic Action 2.5: Promote the translation of scientific research into accessible, user-friendly formats to support evidence-based decision-making.	Outcome 2.5: Scientific research outputs are regularly translated into accessible, user-friendly formats that are widely used by decision-makers to support evidence-based planning and action.	Intermediate Outcome 2.5.1: Practical, user-friendly research products (e.g., policy briefs, infographics, synthesis reports) developed and disseminated for decision-makers.	At least 4 policy briefs developed annually targeting key climate adaptation, mitigation, and Loss and Damage issues relevant to Pacific decision-makers. At least 3 infographics or visual summaries produced annually to communicate research findings in accessible formats Training materials and guidance documents developed and updated regularly to support evidence-based policy formulation. An annual synthesis report consolidating latest research evidence on Pacific climate priorities developed, widely disseminated, and uploaded to PCCP.	Number of policy briefs produced annually Number of infographics or visual summaries produced annually. Number of training materials/guidelines developed or updated. Number of synthesis reports published annually. Number of dissemination events conducted annually.	4 policy briefs per year 3 infographics per year At least 1 set updated annually 1 synthesis report per year At least 2 dissemination efforts per year.	Assumptions: Decision-makers are receptive to evidence-based products. PCCC has the capacity to produce high-quality materials. Dissemination channels (e.g., PCCP) are functional and accessible. Risks: Products may not be used or cited in policy processes. Limited feedback from users on usefulness or relevance Technical constraints in producing visual materials or synthesis reports

Strategic Goal 3: Capacity Building

To enhance the capacity of Pacific people and institutions to lead and implement effective, inclusive climate action.

STRATEGIC ACTION	OUTCOMES	INTERMEDIATE OUTCOMES	OUTPUTS	INDICATORS	TARGET	KEY ASSUMPTIONS / RISKS
Strategic Action 3.1: Provide an innovative platform to deliver capacity building and training on adaptation, mitigation, science to services, Loss and Damage, and climate finance.	Outcome 3.1: An innovative, regionally coordinated platform is operational and delivering high-quality training on adaptation, mitigation, science to services, Loss and Damage, and climate finance, with increased participation from Pacific stakeholders.	Intermediate Outcome 3.1.1: A regional training platform framework is co-designed and piloted with initial training modules on climate adaptation and finance.	Annual training needs assessment report outlining priority capacity development areas by country and thematic focus.	Report published and endorsed by stakeholders.	1 per year	Assumptions: Regional stakeholders are willing to engage in co-design and training. SPREP technical divisions have capacity to contribute content. Training institutions are open to certification partnerships. Digital platforms are accessible and maintained. Risks: Low uptake due to digital access or language barriers. Inconsistent participation in peer learning forums. Delays in content development due to competing priorities. Certification programmes may face accreditation or recognition issues.
			Annual calendar of training events delivered, with participant attendance records and post-training evaluations. Aligns with 1.4.1 (joint calendar of capacity-building events).	Training calendar published and updated annually.	By 2026	
			1 flagship regional event held, with materials and valuation summary. Complements 2.4.1 (Pacific Climate Research Forum or 1.1.2 (Climate Futures Festival) or Partner Dialogue.	Event held with evaluation summary.	5 by 2030	
			4 modular course packages available in the regional catalogue (under PCCP). Can be linked to 2.5.1 (training materials for decision-makers).	Number of course packages developed.	4 by 2027	
			At least 3 co-delivered training or certification programmes established with training institutions.	Number of formal training partnerships.	3 by 2028	
			PCCP training content co-developed with SPREP technical divisions and made available via the e-learning platform. Reinforces 1.3.1 (capacity building for decision-makers).	Number of modules co-developed and uploaded.	At least 1 annually	
			Regularly updated repository of co-developed training materials hosted on SPREP's e-learning platform. Also mentioned under 1.1 & shared with 1.4.1.	Number of updates and new uploads.	1 - 2 updates per year	

STRATEGIC ACTION	OUTCOMES	INTERMEDIATE OUTCOMES	OUTPUTS	INDICATORS	TARGET	KEY ASSUMPTIONS / RISKS
Strategic Action 3.2: Strengthen the capacity of researchers and knowledge practitioners to integrate Pacific knowledge systems, cultural values, and ethical practices into climate change research and action.	Outcome 3.2: Increased capacity of Pacific researchers, knowledge brokers, and practitioners to integrate traditional knowledge systems, cultural values, and ethical research practices into climate change research, policy, and action, contributing to culturally grounded, locally appropriate, and socially inclusive solutions.	Intermediate Outcome 3.2.1: Regional guidelines for integrating traditional knowledge and ethical research practices are developed and endorsed.	A regional guideline for integrating traditional knowledge and ethical research practices developed through multi-stakeholder consultations.	Completion of draft guidelines document. Number of stakeholders consulted. Number of formal endorsements received from regional bodies.	By 2028	Assumptions: Communities and researchers are open to integrating traditional knowledge. Ethical research practices are supported by institutions and funders. SPREP and PCCC have capacity to co-develop culturally grounded materials. There is regional consensus on the value of traditional knowledge in climate research. Risks: Risk of tokenism or superficial inclusion of traditional knowledge. Limited participation from traditional knowledge holders due to trust or access issues. Ethical concerns around ownership and use of indigenous knowledge. Difficulty in standardizing culturally diverse practices across PICs.
		Intermediate Outcome 3.2.2: Pilot programs engage researchers and local communities to apply culturally grounded methodologies in climate research.	Researcher orientation module developed and institutionalised at PCCC. Linked to 3.1.1 (training platform) Minimum of 2 traditional knowledge-focused sessions integrated annually into existing regional training events or forums. Supports 2.5.2 (dialogue sessions with policymakers). Complements 2.4.1 (Pacific Climate Research Forum + 1.1.2 (Climate Futures Festival) + Partner Dialogue.	Module developed and integrated into training programs. 2 integrated sessions per year, with participation and feedback documented.	Operational by 2026	
			Traditional Knowledge sessions embedded in 30% of research-related capacity-building programs. Linked to 2.2.1 and 3.1.1.	% of programs including TK components.	30% annually from 2027 onward	
			At least 10 researchers oriented annually through the programme. Supports 2.2.1 (researcher capacity).	Number of researchers completing orientation.	50 by 2030	
			Peer mentoring programme operational with participation from at least 10 PICs.	Number of participating countries and mentors.	Programme launched by 2026, with 5 PICs engaged by 2028	
			2 new toolkits produced on thematic priorities in collaboration with SPREP programmes.	Toolkits developed and disseminated.	2 by 2027	

STRATEGIC ACTION	OUTCOMES	INTERMEDIATE OUTCOMES	OUTPUTS	INDICATORS	TARGET	KEY ASSUMPTIONS / RISKS
Strategic Action 3.3: Implement and operationalise the Long-Term Sustainability Plan for Capacity Building on Climate Change to ensure continuity, relevance, and measurable impact.	Outcome 3.3: The Long-Term Sustainability Plan for Capacity Building on Climate Change is fully implemented and monitored, ensuring continuity, relevance, and measurable impact of capacity development efforts across the region.	Intermediate Outcome 3.3.1: Priority actions from the Long-Term Sustainability Plan are operationalized through national and regional partnerships, with early-stage implementation underway and progress tracked using defined indicators.	Priority actions identified in the Long-Term Sustainability Plan are translated into detailed annual workplans. At least 3 active partnerships formalized and contributing to capacity-building efforts.	Number of priority actions translated to workplan. Number of priority actions implemented. Number of formalized partnerships with signed agreements and active initiatives.	By 2025 3 by 2030	Assumptions: National and regional partners are committed to implementing the Sustainability Plan. There is clarity and consensus on priority actions. Resources (financial, technical, human) are available to support implementation. Risks: Lack of alignment between national priorities and regional sustainability Strategic Actions. Partnerships may be formalized but inactive due to resource constraints. Monitoring indicators may be inconsistently applied or reported.
			Progress tracked using defined indicators.	Monitoring framework developed and used to assess implementation.	Framework operational by 2025, with annual progress reports	
			GEDSI assessment tools and training modules developed.	GEDSI assessment tool and modules developed and validated.	By 2026	
			At least 1 regional GEDSI-focused workshop or session held annually. Can be held under 2.4.1 (Pacific Climate Research Forum or 1.1.2 (Climate Futures Festival) or Partner Dialogue.	Number of GEDSI sessions held and evaluated. Increased representation of women, youth, and marginalized groups in climate leadership roles.	5 sessions by 2030	Assumptions: There is regional consensus on the importance of GEDSI in climate action. Training institutions and governments are open to integrating GEDSI content. Tools and modules are culturally appropriate and accessible. Risks: GEDSI may be treated as a checkbox rather than meaningfully integrated. Resistance from institutions unfamiliar with GEDSI principles. Limited capacity to monitor and evaluate GEDSI outcomes.
			Annual Pacific Youth Climate Fellowship Programme conducted. Supports youth engagement under 2.2.1 and 3.2.2.	Fellowship programme launched and completed annually.	1 cohort per year (5 by 2030)	
			Session on intergenerational knowledge exchange during PCCC Partner's Dialogue.	1 session annually from 2025 Integration of intergenerational knowledge in climate adaptation projects.	1 session annually from 2025	

Strategic Goal 4: Innovation

To accelerate transformational climate solutions through inclusive, locally driven innovation ecosystems that respond to Pacific priorities and community needs.

STRATEGIC ACTION	OUTCOMES	INTERMEDIATE OUTCOMES	OUTPUTS	INDICATORS	TARGET	KEY ASSUMPTIONS / RISKS
Strategic Action 4.1: Develop and promote innovative climate resilience products, services, and approaches tailored to Pacific needs.	Outcome 4.1: A diverse portfolio of innovative, locally tailored climate resilience products, services, and approaches is developed, promoted, and adopted/applied across PICTs, addressing priority climate risks and resilience challenges.	Intermediate Outcome 4.1.1: Increased development and availability of context-specific climate resilience products, services, and tools across PICTs.	Biennial regional needs assessment conducted to identify priority areas for product and service development.	Number of brainstorming sessions held to identify the needs (including problems) Needs assessment conducted.		Assumptions: Local innovators and institutions have the capacity and interest to co-develop solutions. There is demand for context-specific tools across PICTs. Technical support and funding are available for development and piloting. Risks: Solutions may not be scalable or replicable across diverse island contexts. Limited uptake due to lack of awareness or technical capacity. Innovations may not align with national priorities or policy frameworks.
			Reports and case studies documenting integration of traditional and modern solutions.	Number of case studies published.	1-2 per year	
			At least 2 PICTs are able to share their innovative CC solutions regionally and globally.	Number of innovative CC initiatives in the PICTs documented and disseminated. Number of PICTs are able to share their innovative CC solutions.	1-2 per year	
			Increased number of locally developed and piloted climate resilience solutions.	Number of solutions developed and piloted. Increased uptake of locally developed climate solutions in national adaptation plans or community projects.	1-2 per year	
			Information products developed for the private sector and civil society on innovative climate finance opportunities.	Number of information products developed for the private sector and civil society on innovative climate finance opportunities.	1-2 per year	
	Intermediate Outcome 4.1.2: Increased awareness, interest, and demand for innovative climate solutions among communities, governments, and practitioners.		At least one targeted event per year including a biennial exhibition to bring together those with the challenges with those with solutions.	Number of targeted events per year.	At least 1 per year	Assumptions: Communities and governments are open to adopting new approaches. Communication and outreach strategies are effective and culturally appropriate. Innovation is seen as a valuable complement to traditional approaches. Risks: Innovation fatigue or skepticism among stakeholders. Poorly designed outreach may fail to reach key audiences. Lack of follow-through after awareness-raising events.
			At least 1 pilot or demonstration project launched annually from innovation events.	Number of pilots launched.	At least 1 per year	

STRATEGIC ACTION	OUTCOMES	INTERMEDIATE OUTCOMES	OUTPUTS	INDICATORS	TARGET	KEY ASSUMPTIONS / RISKS
Strategic Action 4.2: Maintain and improve the Pacific Climate Innovation Lounge as a dynamic regional platform for connecting challenges, solutions, and stakeholders.	Outcome 4.2: The Pacific Climate Innovation Lounge is maintained and enhanced as an accessible, vibrant regional platform that facilitates knowledge exchange, showcases climate innovations, and fosters collaboration between communities, practitioners, policymakers, and private sector actors.	Intermediate Outcome 4.2.1: Regular engagement and knowledge exchange events convened through the Innovation Lounge, connecting regional actors around climate innovation challenges and solutions.	Improved physical and digital infrastructure for the Innovation Lounge.	Infrastructure upgrades completed and accessible.	Upgraded by 2026, maintained through 2030	Assumptions: Stakeholders are willing and able to participate in events. The Lounge is seen as a neutral, inclusive space for collaboration. Events are well-facilitated and aligned with regional priorities. There is interest in cross-sector collaboration (e.g., public-private, academic-community). Institutional support exists for formalizing and sustaining partnerships. Risks: Low participation due to travel, timing, or competing priorities. Events may become repetitive or disconnected from real-world application. Limited documentation or follow-up on outcomes. Partnerships may be symbolic or inactive. Power imbalances may limit equitable participation. Lack of coordination may lead to duplication or fragmentation.
			Innovation Lounge Resource Toolkit developed to provide guidance on innovation design, prototyping, and scaling in Pacific contexts.	Toolkit developed and disseminated.	1 toolkit by 2026	
			Sustainable financing and operational model in place.	Annual budget secured and operational plan implemented.	Model finalized by 2026, funding secured annually.	
			At least 2 Innovation Labs per year hosted at the Lounge with participation from multiple SPREP programmes and documented outputs (e.g., concept notes, prototype ideas, or joint initiatives).	Number of labs held, and outputs documented (e.g., % increase in regional collaboration and multi-stakeholder partnerships initiated through the Innovation Lounge platform.	10 by 2030	
			Innovation Lounge Community of Practice (CoP) established.	CoP launched with regular virtual meetups and discussion threads.	Operational by 2026, with at least 2 virtual engagements per year.	
			Pacific youth, women, persons with disabilities, and other marginalized groups are engaged in ideation and solution development.	Number of GEDSI/youth participants in the challenge Number of ideas or prototypes submitted by GEDSI groups. Increased representation of GEDSI groups in innovation pipelines.	5 by 2030	

STRATEGIC ACTION	OUTCOMES	INTERMEDIATE OUTCOMES	OUTPUTS	INDICATORS	TARGET	KEY ASSUMPTIONS / RISKS
Strategic Action 4.3: Leverage legacy initiatives to innovate, pilot, and scale climate resilience solutions.	Outcome 4.3: Legacy and existing climate initiatives are leveraged to co-design, pilot, and scale new resilience solutions, creating pathways for replication, upscaling, and long-term impact at local, national, and regional levels.	Intermediate Outcome 4.3.1: Legacy and ongoing initiatives mapped and assessed for potential adaptation, innovation, and scaling opportunities. Intermediate Outcome 4.3.2: New climate resilience solutions co-designed, piloted, and tested with communities and partners, informed by lessons from legacy initiatives.	JICA innovative solutions project supporting innovative climate finance initiatives in PICTs delivered. Number of public and private sector partnerships engaged.			Assumptions: Data and documentation on past initiatives are accessible. Stakeholders are willing to share lessons learned. There is institutional memory and continuity. Risks: Incomplete or outdated records of legacy initiatives. Resistance to revisiting or critiquing past efforts. Mapping may not lead to actionable insights.
Strategic Action 4.4: Operationalise the Pacific Climate Innovative Investment Hub as a dynamic financing and technical support mechanism	Outcome 4.4: The Pacific Climate Innovative Investment Hub is operationalised as a catalytic financing and technical support mechanism, enabling investment in high impact, locally led climate innovations and strengthening the regional climate resilience investment pipeline.	Intermediate Outcome 4.4.1: The Investment Hub framework, processes, and partnerships are established, including pipeline development, selection criteria, and funding mechanisms.	Operational Investment Hub with grant and technical assistance pipelines. Documented support provided to Pacific member countries, with records of successful alignment to PCCC's functions, thematic areas, and identified financing windows. Outreach and promotional materials developed and distributed to Pacific countries, partners, and stakeholders. Can be held under 2.4.1 (Pacific Climate Research Forum or 1.1.2 Climate Futures Festival) or Partner Dialogue or Innovation Exhibition.	Hub launched and actively managing funding and technical support streams. Number of countries supported and alignment with PCCC thematic areas. Number of materials produced and distributed (e.g., brochures, toolkits, videos).	Support provided to at least 5 PICTs by 2030	Assumptions: There is demand for innovation financing and technical assistance. The Hub is adequately staffed and resourced. Regional and international partners are willing to co-invest. Risks: Delays in operationalising the Hub due to administrative or funding issues. Limited pipeline of fundable, locally led innovations. Risk of inequitable access to funding or support.
			Pipeline of ideas and concepts identified for piloting and scaling via the Pacific Climate Innovative Investment Hub.	Number of ideas documented and advanced to pilot stage.	At least 1 per year	

Strategic Goal 5: Institutional Governance, Capacity and Capability

To strengthen PCCC's institutional capacity, capability, governance, and operational systems to deliver high-quality, responsive, and regionally relevant climate change services

STRATEGIC ACTION	OUTCOMES	INTERMEDIATE OUTCOMES	OUTPUTS	INDICATORS	TARGET	KEY ASSUMPTIONS / RISKS
Strategic Action 5.1: Strengthen PCCC's governance for strategic leadership and operational accountability.	Outcome 5.1: PCCC operates under a clear, transparent, and effective governance framework that ensures strategic leadership, institutional accountability, and responsive decision-making.	Intermediate Outcome 5.1.1: A revised governance structure and updated operational guidelines endorsed and operationalised, providing clarity in roles, reporting lines, and decision-making processes.	Revised governance structure and operational guidelines developed and endorses.	Governance approved by SPREP and key partners.	By Q1 2026	Assumptions: SPREP and partners support governance reforms. Roles and reporting lines are clearly defined and accepted. Leadership is committed to transparency and accountability. Risks: Resistance to change from internal or external stakeholders. Ambiguity in roles or decision-making authority. Governance reforms may be delayed due to administrative bottlenecks.
Strategic Action 5.2: Strengthen operational systems, infrastructure, and service delivery mechanisms.	Outcome 5.2: PCCC's operational systems and infrastructure are modernised, efficient, and capable of delivering high-quality, timely, and responsive services to PICTs.	Intermediate Outcome 5.2.1: Key operational systems, workflows, and infrastructure improvements implemented and integrated into daily operations to enhance service delivery efficiency.	Service delivery process improvements documented and adopted. Infrastructure audit and upgrade plan completed Internal digital tools and templates for project management, knowledge tracking, and event coordination developed and rolled out.	Number of service workflows documented. Audit report and implementation roadmap. Number of digital tools/templates operationalised.	5 key workflows by 2026 By 2026 By 2026	Assumptions: Funding is available for infrastructure upgrades and system development. Staff are trained and willing to adopt new systems. ICT infrastructure is reliable and scalable. Risks: Technical issues or delays in system implementation Low staff uptake or resistance to new workflows Infrastructure improvements may not meet future demands

STRATEGIC ACTION	OUTCOMES	INTERMEDIATE OUTCOMES	OUTPUTS	INDICATORS	TARGET	KEY ASSUMPTIONS / RISKS
Strategic Action 5.3: Expand staffing capacity to meet growing regional demands.	Outcome 5.3: PCCC's staffing structure is expanded and aligned with regional priorities, ensuring sufficient technical, strategic, and operational capacity to deliver its service portfolio.	Intermediate Outcome 5.3.1: A phased staffing plan developed and progressively implemented, resulting in increased technical and operational staffing across core service areas.	Staffing needs assessment conducted.	Assessment report completed.	By 2025	Assumptions: Budget is available for phased recruitment. Qualified candidates are available and interested. Recruitment processes are efficient and inclusive. Risks: Difficulty attracting or retaining skilled staff. Delays in recruitment due to administrative or funding constraints Imbalance in staffing across service areas
			Phased recruitment plan developed and executed.	Number of new staff hired annually.	TBC	
			Updated staffing structure aligned with service areas.	Structure published and reviewed annually.	Updated yearly	
Strategic Action 5.4: Enhance the capability, expertise, and professional development of PCCC staff.	Outcome 5.4: PCCC staff possess enhanced technical expertise, leadership skills, and professional competencies to lead and deliver high-quality, evidence-based climate services for the region.	Intermediate Outcome 5.4.1: Structured professional development, training, and mentorship programs delivered, with staff demonstrating increased technical skills and leadership capability.	Annual professional development and training plan developed, implemented and updated.	Number of training and mentorship activities conducted.	By 2026 and updated every year	Assumptions: Staff are motivated to participate in training and mentorship. Professional development programs are relevant and well-designed. Leadership supports continuous learning. Risks: Training may not be aligned with actual skill gaps. Limited time or resources for staff to engage in development activities. Mentorship programs may lack structure or follow-through.
			At least 2 technical or leadership training sessions held annually.	Number of sessions and participant feedback. Percentage of staff participation.	≥ 80% satisfaction rate ≥ 80% of staff attendance per year	
			Staff skills and capability assessment conducted.	Number of assessments completed.	1 baseline by 2025, then biennial	
Strategic Action 5.5: Engage technical experts and volunteer network as strategic resources.	Outcome 5.5: A regional network of technical experts and volunteers actively supports PCCC's service delivery, strengthening the Centre's reach, expertise, and responsiveness to member countries.	Intermediate Outcome 5.5.1: A technical experts and volunteer engagement mechanism established and operational, with partnerships formalised and specialists mobilised in support of PCCC programs.	Technical experts and volunteer database developed and maintained.	Number of experts and volunteers registered.	30 by 2026, 50 by 2030	Assumptions: Regional experts and volunteers are willing to contribute. Engagement mechanisms are clear and well-managed. Contributions are valued and integrated into programming. Risks: Volunteer contributions may be inconsistent or short-term. Lack of coordination or oversight of expert inputs. Risk of over-reliance on external support without building internal capacity.
			MoUs and partnership agreements formalised with expert networks.	Number of formal agreements signed.	5 by 2030	
			At least 2 technical expert/volunteer assignments implemented annually.	Number of technical expert/volunteer assignments completed annually.	At least 2 per year from 2026	

Strategic Goal 6: Regional Visibility and Influence

To position the PCCC as a visible, trusted, and influential regional and global leader in climate change knowledge, partnerships, and advocacy

STRATEGIC ACTION	OUTCOMES	INTERMEDIATE OUTCOMES	OUTPUTS	INDICATORS	TARGET	KEY ASSUMPTIONS / RISKS
Strategic Action 6.1: Strengthen PCCC's visibility, communication, and brand identity.	Outcome 6.1: PCCC is widely recognised as a credible, visible, and trusted regional hub for climate resilience knowledge, partnerships, and services, with an established and respected brand identity across the Pacific and globally.	Intermediate Outcome 6.1.1: A communications strategy developed and implemented, resulting in increased regional and international awareness of PCCC's work. Intermediate Outcome 6.1.2: Improved visibility of PCCC's activities, achievements, and services through targeted outreach campaigns, digital platforms, media coverage, and strategic partnerships.	PCCC Communication and Branding Strategy developed and endorsed.	Strategy document finalized and approved.	By 2026	Assumptions: Regional and international audiences are receptive to PCCC's messaging and branding. There is sufficient capacity and funding to implement a communication strategy. Media and digital platforms are accessible and regularly updated. Branding efforts are culturally appropriate and reflect Pacific identity. Risks: Inconsistent messaging or branding may dilute PCCC's identity. Limited media coverage or digital reach in key regions. Communication strategy may not be inclusive or resonate with diverse audiences. Overemphasis on visibility without demonstrating impact could reduce credibility.
			Annual media and outreach campaigns conducted.	Number of campaigns and media features. Number of media stories or features mentioning PCCC.	10 media features annually	
			PCCC website and social media platforms updated regularly.	Engagement metrics (followers, shares, visits).	20% annual increase in digital engagement	
Strategic Action 6.2: Position PCCC as a thought leader in climate change action.	Outcome 6.2: PCCC is recognised as a thought leader in climate change action, policy influence, and applied climate knowledge in the Pacific, with an active role in regional and global climate policy and knowledge platforms.	Intermediate Outcome 6.2.1: Increased PCCC participation and visibility in key regional and global climate forums, policy dialogues, and high-profile partnerships.	PCCC representation in key regional and global climate forums (e.g., COP, IPCC, UNFCCC).	Number of events attended, and contributions made.	Participation in at least 1 major forum annually	Assumptions: PCCC has the technical expertise and credibility to contribute to global dialogues. Regional and global platforms are open to Pacific-led contributions. Knowledge products are well-researched, timely, and policy relevant. Staff have the capacity and support to engage in thought leadership activities. Risks: Limited recognition or visibility in global forums due to competition or underrepresentation. Knowledge products may not be widely disseminated or used. Staff may be overstretched, limiting ability to contribute meaningfully. Thought leadership may be undermined by lack of follow-through or strategic alignment.
			At least 2 knowledge products published annually. (could be complemented with outputs of 1.1.2, 2.5.1, 2.2.2).	Number of publications and citations.	At least 2 per year	
			PCCC-led webinars or expert panels hosted quarterly (could be complemented with outputs of 1.2.1).	Number of events and participant feedback.	4 per year with ≥ 80% satisfaction	

Strategic Goal 7: Financial sustainability

To establish a diversified and sustainable financial base to support PCCC's long-term operations and initiatives

STRATEGIC ACTION	OUTCOMES	INTERMEDIATE OUTCOMES	OUTPUTS	INDICATORS	TARGET	KEY ASSUMPTIONS / RISKS
Strategic Action 7.1: Secure diversified donor funding, including government grants, climate finance, and philanthropic contributions.	Outcome 7.1: PCCC has a balanced and resilient donor funding portfolio supporting core operations and strategic initiatives.	Intermediate Outcome 7.1.1: Multi-year, diversified donor funding secured through bilateral, multilateral, and philanthropic sources.	Donor engagement and prospecting plan developed and operationalised. New funding proposals submitted to key climate finance and donor agencies.	Plan developed and in use. Number of proposals submitted annually. Number of multi-year donor agreements signed.	By 2026 2 by 2030	Assumptions: Continued donor interest in climate resilience and Pacific priorities. Regional and international funding windows remain accessible to PCCC. PCCC's strategic priorities align with donor funding criteria. Risks: Increasing competition for climate finance in the Pacific region. Donor fatigue or shifting global priorities. Delays in proposal approvals and disbursement timelines.
Strategic Action 7.2: Develop and launch accredited, paid training and certification programs.	Outcome 7.2: Accredited training programs generating consistent revenue for PCCC operations.	Intermediate Outcome 7.2.1: Accredited fee-paying training programs designed, accredited, and delivered.	Accredited training and certification programs designed and launched. Number of paid training sessions delivered. Revenue generated from training program fees.	Number of accredited courses. Number of paid training sessions delivered. Total annual revenue generated.	3 by 2027 4 per year TBC	Assumptions: Sufficient market demand for accredited climate training programs. PCCC has the capacity to develop and manage accreditation processes. Regional partners and governments recognise and endorse PCCC-issued certifications. Risks: Slow uptake from target audiences due to cost or competing providers. Accreditation processes are time-consuming or delayed. Market saturation or low enrolment undermining financial viability.
Strategic Action 7.3: Explore inclusion of key staff positions under SPREP's core funding.	Outcome 7.3: Essential PCCC staff positions embedded in SPREP's core operational budget.	Intermediate Outcome 7.3.1: Agreement established with SPREP to integrate key PCCC positions.	Business case developed for inclusion of positions in SPREP core funding. Number of positions included in SPREP's core budget.	Business case completed. Line items in SPREP budget.	2025 2026	Assumptions: SPREP has capacity and willingness to absorb key roles. Risks: Competing priorities within SPREP; budget constraints. Prolonged negotiation timelines delay decisions.

STRATEGIC ACTION	OUTCOMES	INTERMEDIATE OUTCOMES	OUTPUTS	INDICATORS	TARGET	KEY ASSUMPTIONS / RISKS
Strategic Action 7.4: Formalise internal revenue streams.	Outcome 7.4: Internal, non-donor revenue sources established and contributing to operational costs.	Intermediate Outcome 7.4.1: Operational systems formalised for rental income and solar energy revenue.	Business case for internal revenue-sharing agreement developed and submitted to SPREP. Revenue-sharing agreement or operational protocol established.	Business case completed.	By 2026	Assumptions: SPREP is open to reviewing and formalising revenue-sharing arrangements. Risks: Institutional reluctance from SPREP to modify existing financial arrangements. Delays in business case development or decision-making processes.
Strategic Action 7.5: Initiate joint fundraising campaigns and consortium-based proposals.	Outcome 7.5: PCCC secures multi-partner, large-scale funding through joint fundraising initiatives.	Intermediate Outcome 7.5.1: Consortium-based funding proposals developed and submitted.	Number of joint fundraising campaigns and proposals developed with partners.	Number of joint proposals submitted. Number of partners engaged in joint proposals.	1 per year	Assumptions: Partners are aligned and willing to co-invest. PCCC has capacity to lead or meaningfully participate in consortium bids. Risks: Coordination challenges; unclear roles in joint delivery.
Strategic Action 7.6: Leverage emerging investment hubs and legacy initiatives.	Outcome 7.6: PCCC accesses long-term, catalytic finance through emerging investment platforms.	Intermediate Outcome 7.6.1: Partnerships established with regional and global investment hubs.	Investment engagement strategy developed, identifying priority investment hubs and catalytic finance opportunities. Legacy projects leveraged for additional catalytic funding. Number of formal partnerships/MOUs established with investment hubs and legacy initiatives. Number of investment proposals submitted to catalytic funding facilities.	Strategy document finalised. Number of projects leveraged. Number of agreements signed. Number of proposals submitted.	By 2026 3 by 2028 TBC TBC	Assumptions: Investment hub is accessible to regional actors. PCCC projects meet eligibility criteria for catalytic finance. Risks: High competition; limited readiness of proposals. Limited internal capacity to manage large-scale investment negotiations or compliance requirements.

12. Annex 1: Situational Analysis

This Situational Analysis provides a snapshot of the PCCC current state, identifying its strengths, challenges, and emerging opportunities. It draws on a structured review of key reports, presentations, and meeting records, enriched by insights from the SPREP PCCC Partner Dialogue held on 12–13 March 2025. This event convened representatives from Pacific Island Countries and Territories (PICTs), regional organisations, development partners, and other stakeholders to reflect on the PCCC's progress and future role. Additional consultations with stakeholders including SPREP teams, regional partners, and donors were conducted between 31 March and 10 April 2025 through in-person interviews in Apia, Samoa, virtual discussions, and an online survey.

What Makes PCCC Valuable?

The PCCC is a purpose-built, Pacific-owned facility designed to serve as a regional climate knowledge and capacity-building hub. Its physical infrastructure, supported by significant investment, contributes to its visibility and institutional recognition within the region. The Centre has facilitated a range of programs and initiatives that have enhanced its presence and operational profile, including:

- Hosting learning events, national workshops, and fellowships, which have supported capacity development across Pacific Island Countries (PICs).
- Development of e-learning modules and educational tools, enabling access to resources beyond physical boundaries.
- Delivery of tailored support to country requests, particularly during periods when processes allowed timely responsiveness.
- Collaboration with academic institutions (e.g., the University of Melbourne) to strengthen research, training, and outreach efforts.
- Translation and dissemination of key scientific information, such as IPCC factsheets, to support Pacific-relevant communication.
- Internal organisational culture characterised by high staff morale, diversity, and a supportive work environment.
- Initiatives such as the Partner Dialogue and greening of regional events (e.g., Pacific Games) that reflect multi-stakeholder engagement.
- The Centre's outputs and visibility i have contributed to raising SPREP's broader profile, including in non-member countries.
- PCCC's work during major international platforms (e.g., IPCC) has served to elevate Pacific perspectives on climate action.
- Emerging investment hub and legacy initiatives that can be leveraged as platforms for mobilising sustainable, long-term funding for the PCCC, supporting catalytic climate-resilient projects across the region. This positions PCCC as a sustainable and financially resilient institution, contributing to its long-term role as a regional centre of excellence.

What's Holding PCCC Back?

While the PCCC has made significant strides, several internal challenges have emerged that hinder its operational efficiency and long-term impact. These include both systemic issues and operational bottlenecks:

- The Centre's operational timelines can be delayed by multi-layered administrative procedures, particularly in staffing, procurement, and delivery, which create inefficiencies and slow down responsiveness.
- Limited clarity around the roles and functions of the PCCC Advisory Board, which may impact decision-making and strategic continuity.
- The rotational nature of board membership, which may influence the consistency of oversight and long-term planning.
- While the PCCC has made strides in certain areas, it faces constraints in technical capacity that hinder its ability to support emerging or specialised climate services, particularly as new challenges and needs evolve in the region.
- The PCCC's involvement in a wide range of initiatives (e.g., Innovative Investment Hub), often without sufficient staff or financial resources, can stretch its capacity and result in a less focused approach to meeting its objectives.
- The Centre's emphasis on output-driven metrics often detracts from the ability to focus on longer-term, outcome-based planning and strategies.
- The Centre's financial structure, which relies heavily on project-based donor funding, leaves it vulnerable to fluctuations in donor priorities and limits its financial sustainability and strategic autonomy.

- There are ongoing coordination issues between the PCCC and SPREP's Climate Change Resilience (CCR) programme, which can lead to operational overlaps and reduce the Centre's ability to fully leverage internal synergies.
- Lack of clarity regarding the roles and responsibilities between the PCCC and the CCR programme has contributed to communication breakdowns and operational inefficiencies.
- The absence of a Centre-wide impact monitoring framework means there is no systematic method for tracking performance across key services, making it difficult to assess progress toward strategic goals.
- The high administrative burden caused by multiple reporting requirements related to various funding sources and projects slows down decision-making processes and diverts resources from key services.
- Existing partnership frameworks are not fully utilised, and guidance on strategic engagement is limited.
- The absence of a consolidated communications strategy has resulted in inconsistent outreach and a lack of visibility around the Centre's initiatives.
- The knowledge brokerage key services of the Centre lack clarity, with no clear mapping of knowledge brokers and an unclear approach to knowledge management.
- Conducting annual needs assessments (e.g., surveys of PICTs) will allow the Centre to better tailor its services to specific country priorities, improving the relevance and uptake of its programs.
- Opportunity to build a repository of practical, Pacific-specific knowledge (e.g., case studies, best practices) integrating traditional and scientific insights collected across various SPREP Projects under SPREP Programmes for global visibility.
- The PCCC has an opportunity to position itself as a central coordinator for Pacific climate initiatives, fostering stronger collaboration with SPREP's CCR teams and other core programmes to maximize its regional impact.
- Simplify multi-layered processes and reduce administrative burdens, such as multiple reporting requirements, to boost operational efficiency and responsiveness.
- With the increasing prominence of Loss and Damage as a climate change priority, the PCCC has an opportunity to play a leadership role in this evolving field.

Where Are the Growth Pathways?

The broader regional and global climate landscape offers a number of entry points and pathways that may be relevant for the PCCC over the 2025–2030 period. Identified opportunities include:

- Potential to deepen ties with selected universities (e.g., USP, Australian/NZ institutions), tech firms, youth groups, and indigenous communities to enhance research, training, and innovation.
- By further developing its e-learning platforms, forums, and mentorship programs, the PCCC can strengthen its position as a hub for connecting researchers, policymakers, and communities.
- The PCCC can host events such as a Pacific Climate Futures Festival, combining traditional knowledge with modern scientific research (e.g., storytelling), to engage a wider audience and increase the Centre's impact.
- The PCCC can explore options like charging for training services or leveraging rental income (e.g., from meeting rooms or solar power generation) to diversify its funding base and reduce dependence on project-based funding.
- The ongoing reliance on a limited number of external donors (e.g., Japan, Australia, New Zealand) exposes the PCCC to potential funding cuts or shifts in donor priorities, which could affect its long-term sustainability.
- Broader economic and geopolitical dynamics may influence the availability of donor funding, regional collaboration efforts, and the focus of climate action initiatives, potentially impacting the Centre's ability to deliver on its mandate.
- Other climate institutions or initiatives operating at the regional or international level may create overlapping mandates or alternative entry points for support.
- Fragmented coordination between regional climate actors could lead to duplication of efforts, creating inefficiencies and undermining collective impact across initiatives.
- Digital access challenges in certain Pacific countries may limit the reach and effectiveness of the Centre's e-learning initiatives, requiring targeted efforts to ensure accessibility across all regions.

What Risks Are on the Horizon?

The Centre's future programming, partnerships, and resource mobilization efforts may be impacted by several external risks. These include:

- Rapid expansion of services or commitments, without corresponding internal capacity, may affect credibility and stakeholder confidence.
- The rapid evolution of climate themes and technical requirements may exceed the Centre's ability to scale its service offerings in real time.
- Over reliance on external technical consultants may limit the Centre's ability to build internal expertise and maintain institutional knowledge.
- Limited internal resources and high workloads may affect the Centre's delivery pace, efficiency, and staff wellbeing.

PCCC Role on Climate Change Action within the SPREP CCR Programme

The relationship between the CCR Programme and the PCCC is foundational to SPREP's climate change services. The table below outlines current and emerging responsibilities, clarifying areas of leadership and support. Additional responsibilities have been proposed to reflect the evolving needs of the region and to future-proof the coordination mechanisms between the PCCC and CCR.

RESPONSIBILITY	LEAD	SUPPORT
Input to FRDP/PRP coordination and implementation	CCR	PCCC (indirect)
Support for climate finance proposal development	CCR	PCCC
Coordination of regional support for UNFCCC negotiations	CCR	PCCC
Knowledge brokerage and synthesis of regional best practices	PCCC	CCR
Innovation and development of climate change services and tools	PCCC	CCR
Applied research coordination and research partnerships	PCCC	CCR (indirect)
Implementation of the Pacific Climate Change Research Roadmap	PCCC	CCR
Coordination of climate change training (one-stop-shop function)	PCCC	CCR
PCCC partnership development and resource mobilisation	PCCC	CCR
Support for the Pacific NDC Hub	CCR	PCCC
Management and updating of the Pacific Climate Change Portal	PCCC	CCR
Convening of PCCC regional technical dialogues and thematic forums	PCCC	CCR
Delivery of regional professional attachments and learning exchanges	PCCC	CCR
Hosting and supporting regional communities of practice	PCCC	CCR
Synthesis of global climate change agreements and frameworks for Pacific applications	PCCC	CCR
Private sector engagement in climate resilience investment	PCCC	CCR
Private sector partnership development for climate resilience projects	PCCC	CCR
Leveraging private sector finance for regional climate initiatives	PCCC	CCR

Note: This table provides indicative differentiation and may be updated periodically as new roles, mandates, and regional needs emerge.

The PCCC and CCR will strengthen collaboration through joint planning, regular communication, and shared initiatives. By combining PCCC's expertise in climate change science and innovation with CCR's resilience and policy support, they will deliver coordinated regional climate change services. Ongoing reviews will ensure effective alignment and continuous improvement.

13. Annex 2: Monitoring, Evaluation, Reflection, and Learning (MERL) Guidance for PCCC's Strategy and Business Plan (2025-2030)

To ensure effective implementation, continuous improvement, and accountability, the Pacific Climate Change Centre (PCCC) will adopt a comprehensive Monitoring, Evaluation, Reflection, and Learning (MERL) Framework integrated across all aspects of its 2025–2030 Strategy and Business Plan. The MERL Framework will have three high-level objectives:

To support the effective implementation of PCCC's services, projects, and activities.

To facilitate robust reporting, documentation, and communication of implementation progress to stakeholders and partners.

To monitor and evaluate the outcomes and outputs of the PCCC Strategy and Business Plan, ensuring alignment with the SPREP Strategic Plan, regional frameworks such as the 2050 Strategy for the Blue Pacific Continent, and providing credible evidence of the contributions and changes the Centre has made in the region.

This section provides high-level guidance on the proposed MERL approach; however, the PCCC will need to develop a dedicated, detailed MERL Framework to operationalise this guidance. That Framework should clearly define results pathways, indicators, data collection methods, reporting responsibilities, and evaluation processes to support evidence-based decision-making, continuous improvement, and adaptive management.

Monitoring

Regularly monitoring the delivery of activities and outputs under the PCCC's four key services and other identified areas ensures that implementation remains aligned with the Strategy and Business Plan. Progress against agreed indicators and milestones should be monitored through both quantitative data (e.g., number of trainings delivered, participants reached) and qualitative insights (e.g., feedback from stakeholders). Given the dynamic nature of the Centre's work, indicators should remain flexible and adaptable.

Beyond tracking activities, the MERL Framework should focus on monitoring the benefits delivered to Pacific countries, contributing to regional resilience and climate ambition. This ensures PCCC outputs are making tangible contributions to regional outcomes, such as those set out in the FRDP. Regular engagement

with PICTs, SPREP's Senior Management, and regional initiatives ensures feedback loops remain active, and benefits are understood and documented. Key monitoring activities will include:

Developing a results framework aligned with the Strategy's long-term goals, strategic actions, and outputs.

Defining Key Performance Indicators (KPIs) for each core service area (Knowledge Brokerage, Capacity Building, Science to Services, Innovation Hub, and Governance and Institutional Capacity).

Establishing baseline values and setting annual or biennial targets for each KPI.

Maintaining a central MERL dashboard or tracking tool (ideally an MS Excel workbook or equivalent) to consolidate reporting against indicators. The tracker will be updated quarterly, and summary reports shared with the Advisory Board, SPREP Executive, and relevant SPREP technical programmes.

Evaluation

Strategic evaluations provide deeper insights into the Centre's effectiveness, efficiency, relevance, and sustainability. Evaluations will assess the extent to which outcomes have been achieved, and what adjustments are needed for future planning. The evaluation approach will include:

A mid-term review in 2027 to assess progress, effectiveness, and the ongoing relevance of strategic objectives and outputs.

A final external evaluation in 2030 to evaluate the overall impact, sustainability, and key lessons learned from the Strategy's implementation.

Thematic or targeted evaluations of high-priority initiatives (e.g., the Climate Innovative Investment Hub, regional capacity building pathways) as required.

Reflection and Learning

Reflection and learning are at the heart of the MERL Framework, helping the PCCC adapt, innovate, and continuously improve. The process involves creating safe spaces for honest dialogue, critically examining assumptions, and regularly asking difficult questions. To support this, the Centre will need to establish a learning culture and introduce structured opportunities

for reflection at all levels from internal staff meetings to partner discussions and regional platforms. Planned reflection and learning activities will include:

Bi-annual reflection workshops convening staff, partners, and selected stakeholders to examine what is working, what is not, and why.

“Pause-and-reflect” sessions integrated into project and service delivery lifecycles, particularly at key milestones, decision points, or in response to significant contextual shifts. These informal, service-led sessions will encourage real-time learning.

Embedding findings from reflection activities directly into operational decision-making processes by:

- Adjusted implementation plans
- Updated risk registers
- Revised partnership engagement strategies
- Management briefings and recommendations to the Advisory Board and SPREP Executive.

To maximise the value of learning, insights must be shared openly and honestly. The PCCC needs to proactively share lessons with PITCs, partners, donors, and regional networks through various formal and informal channels. It is essential that lessons reflect the realities of implementation including both successes and challenges to support learning across the region.

Implementation and Monitoring Framework

To effectively track progress, demonstrate impact, and inform adaptive management, this Implementation and Monitoring Framework the expected outcomes, intermediate outcomes, outputs, indicators, and targets for the implementation of the PCCC 2025–2030 Strategy. In developing this framework, we have carefully aligned the outcomes and intermediate outcomes with the overarching Monitoring, Evaluation, Reflection, and Learning (MERL) Framework of PCCC to ensure consistency, coherence, and measurability across all strategic priorities.

This Framework provides a structured and evidence-based foundation for monitoring service delivery, capacity-building efforts, partnerships, innovation initiatives, and research dissemination activities in the Pacific region. It forms a core component of PCCC’s MERL system, providing the foundation for evidence-based decision-making, performance reporting, and continuous improvement throughout the Strategy’s implementation period. Detailed MERL information including output indicators, baselines, and annual targets are provided below.

14. Annex 3: PCCC Partnership Frameworks

Knowledge Brokerage Partnership Framework Overview

The PCCC Knowledge Brokerage Partnership Framework focuses on improving access to high-quality, relevant climate change information across Pacific Island countries. It emphasizes the importance of building relationships between knowledge producers (e.g., researchers) and users (e.g., governments, communities) to ensure climate information is actionable for decision-making. The framework emphasizes inclusive, collaborative partnerships that engage stakeholders from all sectors, ensuring that the benefits of knowledge sharing are equitably distributed across the region. The framework is built on three key components (Figure Appendix B.1):

- Incubation of Partnership Initiatives: Defining the vision, roles, and responsibilities of all stakeholders to ensure effective governance and sustainable collaboration.
- Knowledge Brokerage Elements: Ensuring user-centred design of knowledge-sharing initiatives and promoting continuous feedback and capacity-building activities.
- Monitoring and Evaluation: Establishing a robust system to measure the effectiveness and impact of knowledge brokerage activities, ensuring regular performance evaluations and adaptation based on feedback.

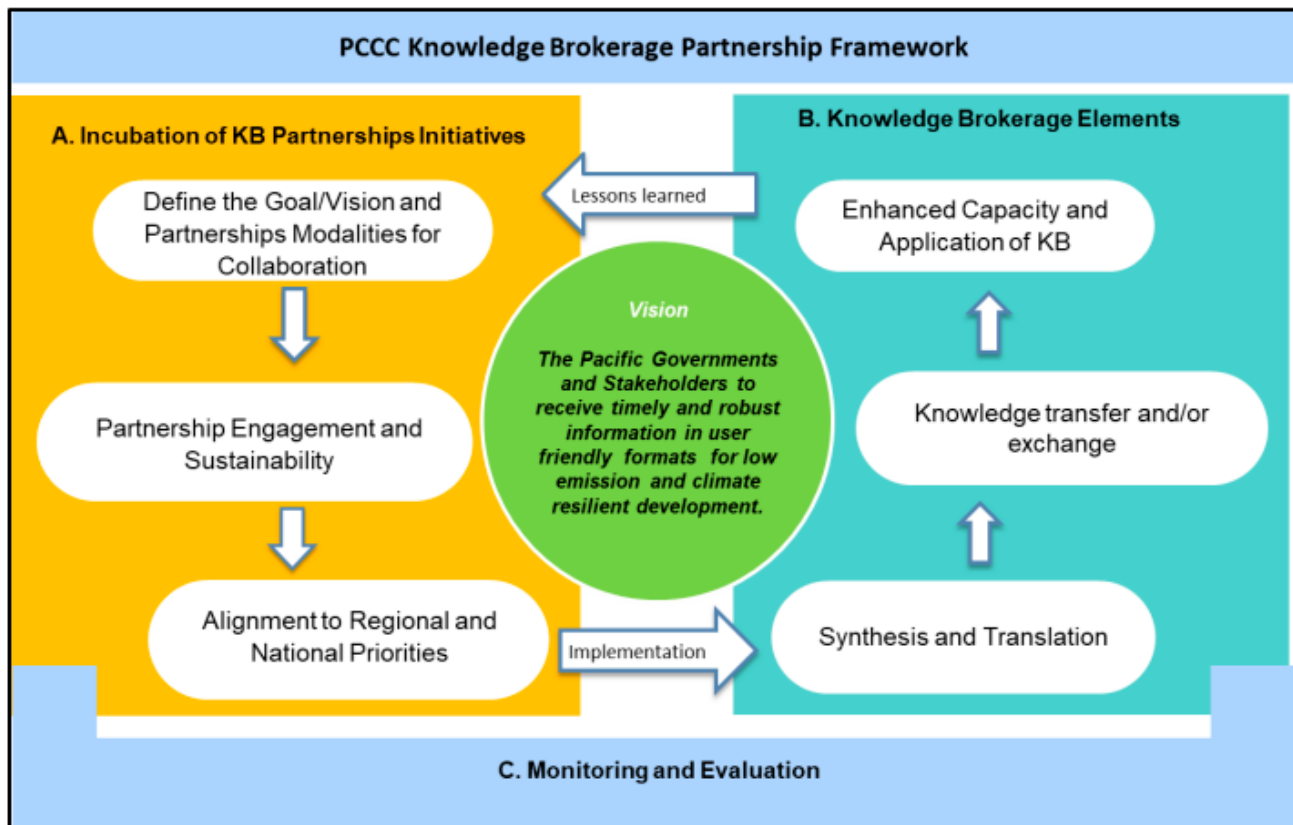


Figure Appendix B.1: Partnership Framework for Knowledge Brokerage (Source: PCCC Partnership Framework for Knowledge Brokerage).

Applied Research Partnership Framework Overview

The PCCC Partnership Framework was designed to enhance strategic climate change research collaborations, ensuring applied research addresses the medium- and long-term needs of PICTs. The framework is guided by a Climate Change Research Roadmap, emphasizing alignment with regional priorities and fostering research that contributes to climate resilience. The framework consists of three key components:

- The Incubation of Research Partnerships focuses on fostering collaborations by defining clear research goals, aligning partnerships with regional strategies, and engaging stakeholders at national, regional, and global levels. Sustainable funding is crucial, with research partnerships expected to bring their own budgets, including contributions to PCCC operations.
- The Implementation of Research Partnerships ensure effective implementation by identifying research priorities, supporting long-term partnerships, and strengthening regional research capacity. The Centre facilitates knowledge exchange through research events, visiting fellowships, and increased Pacific participation in global climate discussions.
- The Monitoring and Evaluation (M&E) component establishes mechanisms to track research outcomes, assess effectiveness, and document best practices. This ensures that partnerships remain relevant and deliver tangible benefits for Pacific communities, strengthening climate resilience and informed decision-making.

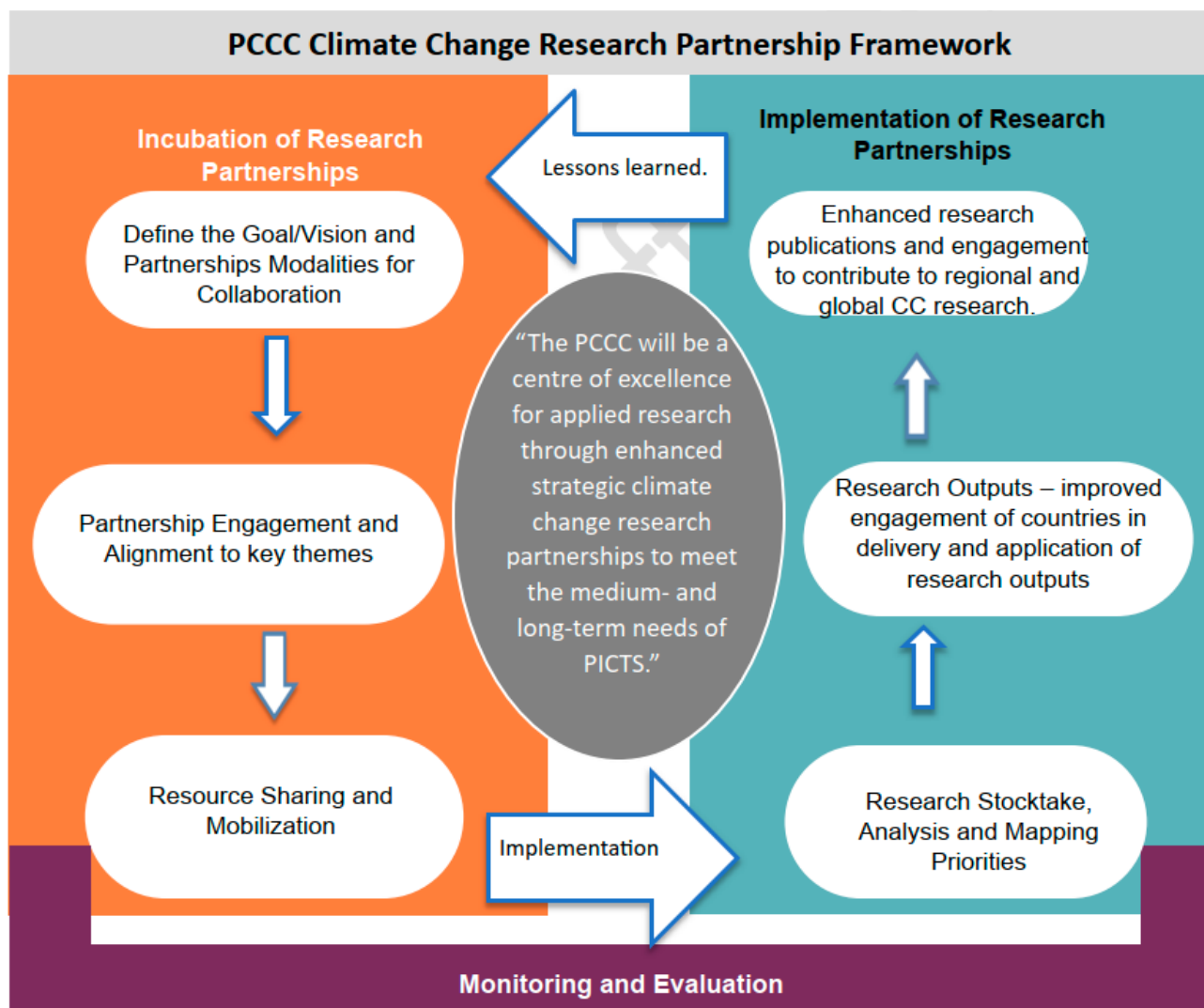


Figure Appendix B.2: PCCC Strategic Partnership framework for Research (Source: Partnership framework for Climate Change Research in the Pacific, 2023).

Capacity Building Sustainability Plan Overview

As part of the Capacity Building on Climate Resilience in the Pacific (CBCRP-PCCC) objectives, a sustainability plan has been developed to ensure continued capacity-building efforts at the PCCC. The sustainability plan outlines approach for the PCCC to sustain and expand training programs, aligning with its Strategy and Business Plan. These programs aim to enhance skills and expertise in climate resilience across the Pacific.

By aligning technical assistance with country-driven needs, the plan supports the implementation of National Adaptation Plans and Nationally Determined Contributions., The plan focuses on building long-term capacity by providing countries with the necessary knowledge, tools, and networks to sustain adaptation efforts beyond PCCC's direct involvement, reinforcing the Centre's role as a regional leader in climate adaptation expertise.

Innovation Partnership Framework Overview

The PCCC has developed the Strategic Partnership Framework for Climate Change Innovative Solutions to facilitate, coordinate, and implement climate change innovation in the Pacific. The framework is a key component of the JICA 3 Project “Project for Innovative Solutions for Pacific Climate Change Resilience”, focusing on enhancing public-private partnerships to drive climate resilience in the region.

The framework consists of six key components. It begins with Engagement and Vision, which includes regular consultations with stakeholders, hosting innovation exhibitions, and aligning shared objectives. The second component, Collaborative Innovation priority analysis, ensures that climate solutions reflect national and regional needs through research, surveys, and continuous dialogue with stakeholders. The third component, Partnership Arrangements and Resourcing, defines institutional roles, strengthens private-sector

engagement, and secures funding opportunities to support innovation.

The fourth component focuses on Delivery Modalities and Knowledge Management, establishing the PCCC Innovation Lounge as a central hub for climate innovation, enhancing knowledge brokerage, and developing a community of practice to promote knowledge-sharing. The fifth component, Delivery

and Application of Innovative Solutions, ensures that feasibility studies, technical expertise, and structured partnerships are in place for effective project delivery. Finally, the sixth component, Monitoring, Evaluation, and Lessons Learned, introduces a structured evaluation system, including performance scorecards and results groups, to refine methodologies and assess the impact of implemented solutions.



Figure Appendix B.3: PCCC Partnership Framework for Climate Change Innovative Solution.

