REPORT

Tonkin+Taylor

Review the Pacific Climate Change Centre (PCCC) Strategy and Business Plan

Stakeholder Consultation Report

Prepared for
SPREP
Prepared by
Tonkin & Taylor International Ltd
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Table of contents

1 Introduction

As part of the ongoing strategic review and update of the Pacific Climate Change Centre (PCCC) Strategy and Business Plan, targeted consultations were conducted with stakeholders from the Secretariat of the Pacific Regional Environment Programme (SPREP) and other relevant partners. These consultations occurred between March 31, 2025, and April 10, 2025, through in-person meetings in Apia, Samoa, virtual interviews, and stakeholder survey.

The purpose was to gather insights into the PCCC's current operations, challenges, areas for improvement, and stakeholder expectations for its future direction. This report consolidates the feedback received, identifies emerging themes, and provides recommendations to inform the review of the PCCC Strategy and Business Plan, guiding adjustments to operational priorities and collaboration mechanisms.

1.1 Objectives of the consultations

- To assess the relevance, effectiveness, and operational efficiency of the PCCC since its establishment.
- To gather stakeholder views on the Centre's functions, services, and partnerships.
- To identify operational, governance, and funding model challenges.
- To explore opportunities for improving the Centre's services, regional positioning, and long-term strategy.

1.2 Methodology

The consultations engaged a diverse group of stakeholders, including PCCC team members, SPREP managers and directors, donors (e.g., NZ MFAT, DFAT, JICA), and external partners such as academic institutions and regional organizations. Data were collected through:

- In-person meetings in Apia, Samoa, to facilitate direct engagement with SPREP-based stakeholders.
- Virtual interviews (45–60 minutes) conducted via MS Teams, ensuring accessibility for remote stakeholders.
- Survey conducted via MS Forms

All responses were analyzed thematically to identify common patterns and priorities.

2 Summary of key findings

2.1 PCCC's role and regional relevance

Stakeholders recognize the PCCC as a vital regional asset, valued for its rapid growth, flexibility, and country-driven approach, which have elevated its profile across the Pacific. Its dedicated space for climate-related training, knowledge sharing, and technical discussions is widely appreciated. However, stakeholders caution that this momentum risks overstretching capacity, potentially leading to fragmented or ad-hoc operations if not carefully managed.

2.1.1 Key observations

- The PCCC is seen as a critical platform for Pacific-led climate action, with its "skyrocketing" visibility noted by donors and partners. Its ability to respond to country requests within days strengthens regional trust.
- Some stakeholders suggest that PCCC is still defining its niche within the region's climate services network, recommending clearer positioning to avoid duplication with other institutions.
- Stakeholders expect PCCC to evolve into a knowledge broker for emerging themes such as Loss and Damage, climate finance readiness, and climate-induced mobility.
- There is universal agreement that PCCC is overextending by pursuing too many activities, risking team burnout and diluting its core functions, which may undermine its regional effectiveness.
- Stakeholder strongly suggested to clarify and communicate PCCC's role as a Pacific-led centre focused on Knowledge Brokerage, Applied Research, Capacity Building, and Innovation.

2.2 PCCC's core functions

Stakeholders unanimously agree that PCCC's core functions—Knowledge Brokerage, Science to services/Applied Research, Capacity Building, and Innovation—are the foundation of its mandate and regional value. However, they emphasize that PCCC is doing too much beyond these functions, diluting impact and straining resources. A focused approach is critical to maximize effectiveness.

2.2.1 Key observations

- **Knowledge brokerage**: Valued as a potential one-stop shop for climate change information, Knowledge Brokerage is seen as a key strength, with successes like translated IPCC factsheets and national workshops. However, the lack of a formalized process for capturing and disseminating information limits impact. Stakeholders note a mismatch in understanding Knowledge Brokerage within SPREP, creating confusion with SPREP's Information and Knowledge Management (IKM) efforts.
- **Applied research**: Achievements like the 4.8 million Health and Climate Change initiative and fellowship programs highlight PCCC's research role. However, long-term outcomes are unclear due to weak impact monitoring, and securing funding for research coordination (e.g., IPCC regional efforts) remains challenging.
- **Capacity building**: Training programs, including free offerings and JICA-funded initiatives, are widely praised, with examples like Niue's GCF proposal demonstrating impact. However, the absence of a training calendar, unclear objectives (for in-country trainings), and limited post-training follow-up led to unmet expectations. Stakeholders suggest updating training materials to reflect current needs.

- **Innovation**: The Innovation function, including the proposed Innovative Investment Hub, holds promise but lacks a clear, targeted process. Stakeholders caution that pursuing innovation without focus risks duplication and overextension, especially given limited resources.
- Stakeholders stress that PCCC must prioritize its core functions.
- Stakeholders raised concerns about the lack of a systematic approach for monitoring the medium- and long-term impacts of PCCC's capacity development initiatives.
- PCCC's achievements are not sufficiently communicated. The absence of a communication strategy results in inconsistent messaging. Stakeholders recommend a strategy with a training calendar, consistent branding, and impact-focused storytelling to elevate PCCC's profile. The success of the Partner Dialogue event underscores PCCC's convening potential.

2.2.2 Opportunities and recommendations

The following opportunities and recommendations represent a first attempt to capture areas for strengthening PCCC's functions and positioning based on stakeholder consultations. They are intended as a starting point for further discussion and refinement during the strategy development process:

- Establish clearer processes to position PCCC as the regional hub for climate knowledge coordination. This includes leading efforts like contextualizing IPCC findings for Pacific relevance and serving as a central clearinghouse for lessons, resources, and guidance materials from across SPREP programmes and projects.
- Build formal mechanisms to collaborate with SPREP's Information and Knowledge Management (IKM) Unit and programme teams. This would enable systematic collection, storage, and dissemination of lessons learned, knowledge products, and training materials generated through SPREP-led projects.
- Expand fellowship placements and establish funded internships linked to Applied Research initiatives. Embedding researchers within SPREP projects would strengthen research outputs and generate case studies that enhance regional evidence bases and policy-relevant knowledge.
- Design a transparent, annual training calendar with clearly articulated objectives and outcomes for each learning activity. This would improve participant experience, ensure alignment with regional needs, and enable better tracking of capacity building impacts.
- Strengthen digital delivery platforms and hybrid convening options to expand PCCC's reach and accessibility, particularly for practitioners in remote or outer island locations.
- Refine the scope of Innovation activities to align closely with PCCC's core functions. Use the Innovation Lounge as a practical platform to convene SPREP programme teams and external partners for idea generation, documentation, and small-scale piloting of concepts (e.g., outcomes of the virtual exhibition) with pathways for scaling through programme funding.
- Establish a communication strategy that includes a training calendar, consistent storytelling about PCCC's successes, and targeted visibility campaigns. This will improve partner engagement, stakeholder awareness, and position PCCC as a proactive, high-value regional asset.

2.3 PCCC's team

The PCCC team is a key strength, valued for its positive dynamics and role in delivering a Pacific-led, country-driven mandate. Stakeholders praise its flexibility but highlight that overextension into non-core activities risks burnout and limits impact.

2.3.1 Key observations

- The team is highly valued for its supportive, diverse environment, fostering safety and value. Informal learning opportunities enhance growth, making the team a key asset in delivering PCCC's mandate.
- Several stakeholders noted the team's operational capacity is constrained by its small size relative to the demands placed on the Centre. Some stakeholders raised concerns about the Centre's ability to retain skilled staff given short-term contracts and external competition.
- Donor representatives and technical partners highlighted a growing need to expand technical expertise within the team, particularly in emerging priority areas such as Loss and Damage and climate finance.
- Feedback indicated a need to strengthen the team's internal understanding of PCCC's four core functions, ensuring role clarity, operational focus, and alignment with the Centre's strategic objectives.
- Despite positive team dynamics, high workloads and competing schedules sometimes result in uncoordinated internal communications and operational inefficiencies.

2.3.2 Opportunities and recommendations

- Strengthen internal capacity through targeted training and hiring, focusing on areas directly related to the Centre's core functions to prevent overextension and safeguard operational effectiveness.
- Develop formal secondment and fellowship opportunities with CROP agencies, regional universities, and partner projects to bring in specialised expertise for fixed periods, addressing skill gaps while fostering regional collaboration.
- Create structured professional development opportunities, including funded training, attendance at regional and international climate forums, and participation in applied research projects to retain and upskill staff.
- Introduce regular, structured internal check-ins and function-specific coordination meetings to improve planning, information sharing, and operational efficiency across the team.

2.4 Governance and decision-making

Stakeholders highlighted the need for streamlined governance to support PCCC's core functions and maintain its responsiveness. The current model, with multiple approval layers, slows decision-making, and stakeholders urge a focus on core functions to ensure governance aligns with PCCC's mandate.

2.4.1 Key observations

- The existing governance framework ensures accountability and aligns with donor expectations for a Pacific-led model, but it is not widely understood outside SPREP.
- Decision-making authority remains centralized within SPREP management, with approvals channelled through a SPREP Focal Point. This restricts PCCC's operational autonomy, particularly in responding quickly to country needs, partnership opportunities, and emerging regional priorities.
- Ambiguities exist between SPREP senior management, the PCCC, and the Climate Change Resilience (CCR) programme in terms of operational roles and oversight, leading to occasional overlaps or gaps in responsibility.
- The Advisory Board's advisory function is currently underutilized. While some internal stakeholders propose broadening its mandate to decision making and strategic input, donors

prefer a model where they are kept informed rather than directly involved in decision-making, in line with PCCC's Pacific-led identity.

- The absence of a dedicated Advisory Committee for PCCC was noted as a significant gap in providing inclusive, regionally representative governance and strategic oversight specifically for the Centre's operations.
- Slow, multi-layered approval processes risk undermining PCCC's reputation as a responsive, agile regional Centre – particularly critical given the growing volume of requests for knowledge services, technical assistance, and convening support.

2.4.2 Opportunities and recommendations

- Streamlining decision-making could enhance PCCC's agility, supporting its core functions. In order to do that PCCC should look into revising the governance structure to reduce decision-making layers, prioritizing support for core functions.
- Clarify and formalise the Advisory Board's role as an informed, strategic support body, providing Pacific-led oversight and fostering regional ownership, while respecting donor preferences for a non-decision-making role.
- Increase awareness and communication around governance structures and decision-making processes with external partners, enhancing transparency and partner confidence in PCCC operations.

2.5 Partnerships and collaboration

Stakeholders recognized PCCC's convening role and partnerships as critical to its regional impact but note opportunities for deeper, more structured collaboration.

2.5.1 Key observations

- PCCC's convening role is highly valued, particularly for hosting regional training programmes and Partner Dialogue, which demonstrated strong engagement.
- Existing partnerships, often project-driven, lack formalized long-term collaboration frameworks, limiting their strategic impact.
- Academic institutions and civil society organizations express interest in deeper partnerships with PCCC for research, training, and advocacy.
- Stakeholders note that managing numerous partnerships strains PCCC's capacity, particularly when pursuing non-core activities.

2.5.2 Opportunities and recommendations

- Proactively broker multi-partner regional initiatives on emerging themes such as Loss and Damage and climate mobility.
- Strengthen collaborations with Pacific universities and technical institutions for joint research, student placements, and training delivery.

2.6 Collaboration with SPREP

Stakeholders highlight the importance of enhanced collaboration between PCCC and SPREP to maximize regional impact within PCCC's core functions.

2.6.1 Key observations

- While a generally cooperative working relationship exists with the CCR programme, operational tensions occasionally arise. This includes overlap in areas like technical support

and regional coordination, driven by operational and communication gaps rather than formal mandate conflicts.

- Boundaries of responsibility between PCCC and CCR are not consistently understood or applied, at times leading to duplication or parallel activities.
- Successful collaborations — such as PCCC's support for the Waste Management programme in greening the Pacific Games — demonstrate strong potential when partnerships focus on PCCC's core functions.
- Some stakeholders noted that PCCC's positioning as a climate entity limits engagement with other SPREP divisions. There's a recognised opportunity for PCCC to convene cross-thematic initiatives on shared regional climate challenges.

2.6.2 Opportunities and recommendations

- Develop joint planning processes with SPREP's Core Programmes to align activities and identify collaborative opportunities within PCCC's core functions.
- Clarify the scope and expectations for PCCC's coordination role within SPREP, ensuring clear operational boundaries and complementary support to programme delivery.
- Foster collaboration through co-designed and co-delivered initiatives, particularly in training and knowledge dissemination.
- Improve internal communication and coordination, formalising mechanisms like joint planning and promoting regular informal engagement, particularly with the CCR programme.

2.7 Financial sustainability and resourcing

Stakeholders expressed concern about PCCC's reliance on donor funding and limited core SPREP funding, noting that overextension into non-core activities strains resources. A sustainable funding strategy supporting core functions is essential.

2.7.1 Key observations

- PCCC has demonstrated strong success in securing external funding, growing from NZD 2.3 million to nearly NZD 15 million, including major support from MFAT, DFAT, and JICA.
- However, core SPREP funding remains insufficient to sustain the Centre's operations, creating vulnerabilities in staffing and programme continuity.
- Revenue from venue hire and solar grid power generation is currently directed to SPREP's general revenue, limiting PCCC's ability to reinvest in its own operations.
- Donors reaffirmed support for PCCC's Pacific-led model but emphasized uncertainty around future funding beyond the current year.
- Positively, stakeholders acknowledged PCCC's commitment to move beyond donor dependency by exploring innovative financing approaches. The establishment of initiatives such as the Investment Hub and Legacy Initiative reflects a forward-looking effort to generate long-term, self-sustaining income streams. While some concerns remain about alignment with core functions, these initiatives were recognized as evidence of PCCC's proactive, solutions-oriented leadership in addressing regional financial sustainability challenges.
- Engagement in non-core activities increases financial and reputational risk, potentially diluting PCCC's value proposition.

2.7.2 Opportunities and recommendations

- Develop a diversified funding strategy prioritizing core functions incorporating revenue from training fees, rentals, and knowledge products.

- Advocate for increased SPREP core funding for essential PCCC positions (e.g., Manager, Technical Advisors) to enhance operational stability.
- Negotiate the redirection of rental and solar revenue to PCCC as seed funding for its core activities, formalised through agreements with SPREP management.

2.8 Strategic positioning and future direction

- By 2030, stakeholders envision PCCC as a standalone Centre of Excellence, serving as the primary hub for climate services in the Pacific, while preserving Pacific traditional knowledge systems and reaching diverse audiences, including schools and communities.
- Emerging regional priorities such as Loss and Damage, climate-induced mobility, and operationalisation of the Pacific Resilience Facility were identified as areas where PCCC could lead or convene regional dialogue.
- Donors and partners encouraged PCCC to strengthen its role as a regional convener for complex, cross-sectoral climate challenges, using its convening power to build regional consensus and coordinate action.
- Several stakeholders proposed reviewing SPREP's funding model to provide direct, predictable core funding for PCCC leadership and administration.
- It was recommended that PCCC focus on scaling high-impact, visible initiatives within its core functions, consolidating its role as a trusted, value-adding regional institution..

3 SWOT Analysis

Table 3.1: SWOT Analysis

Strengths	Weakness
• The PCCC's dedicated building, supported by significant investments, symbolizes its role as a Pacific-owned climate hub, enhancing its visibility and credibility. • The Centre has significantly raised its profile within the Pacific climate change space, particularly during COVID-19, hosting partnerships and delivering capacity building. • Successful connection of partners and development of educational tool and, e-learning modules demonstrate PCCC's ability to deliver accessible, impactful resources. • Notable initiatives with universities (e.g., University of Melbourne) and national workshops, showcase PCCC's ability to empower Pacific nations. • PCCC's ability to respond to country requests quickly (when unhindered by bureaucracy) fosters trust and relevance among PICs. • Fellowship programs, IPCC factsheet translations, and capacity-building efforts deliver tangible impacts, strengthening PCCC's reputation. • High morale, diversity, and a supportive environment among staff provide a robust foundation for delivering core functions. • Rising international attention to climate change (e.g., COP events) provides a platform for PCCC to highlight Pacific challenges and solutions. • PCCC's work elevates SPREP's profile and extends beyond SPREP member countries, amplifying Pacific climate priorities. • Events like the Partner Dialogue and collaborations (e.g., greening Pacific Games) demonstrate PCCC's ability to engage diverse stakeholders effectively. • Investment hub and legacy initiatives shows a strong commitment to self-sustain.	• Multi-layered processes within SPREP hinder operational efficiency and slow responsiveness. • Lack of clarity in responsibilities for the advisory board. • Rotating board membership disrupts decision-making and shifts strategic focus. • Limited technical staff capacity for emerging climate services. • Overextension through taking on too many initiatives leads to dilution of focus and resources, diverting PCCC from its core functions and reducing effectiveness in key areas. • Overemphasis on proving results, which may divert focus from impactful outcomes. • Heavy reliance on donor funding and project-based budgets restricts long-term sustainability and staff capacity. • Limited collaboration with SPREP's CCR teams and other core programmes. • Roles between PCCC and CCR should be clarified and communicated – with operational and communication gaps causing tension. • Weak or absent impact monitoring across functions. • Multiple reporting requirements – too much administrative work • Underutilized partnership frameworks and a lack of clear guidance on functions. • Absence of a unified PCCC-wide Partnership Strategy increases fragmentation risk, complicates performance tracking, and limits cross-functional collaboration. • Lack of a communication strategy leads to inconsistent communication and marketing efforts - (lack of timeline of news articles) Inconsistent understanding of Knowledge Brokerage, compounded by the absence of mapping, limits its effectiveness.

Opportunities	Threats
• 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. • Hosting events like a Pacific Climate Futures Festival, or blending traditional knowledge with science (e.g., via storytelling) could broaden impact. • Options like charging for training, leveraging rental income (e.g., from solar power generation/meeting rooms) could diversify revenues. • Formalizing needs assessments (e.g., annual PICT surveys) and tailoring services to specific country priorities could boost relevance and uptake. • 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. • Position PCCC as a central coordinator for Pacific climate initiatives by fostering stronger collaboration with SPREP's CCR teams and other core programmes, enhancing regional impact. • Simplify multi-layered processes and reduce administrative burdens, such as multiple reporting requirements, to boost operational efficiency and responsiveness. • Expanding into Loss and Damage offers PCCC a leadership role in evolving areas • Communications Teams at SPREP could be utilised to develop the communication and marketing strategy to promote PCCC's initiatives consistently. • Leverage the emerging investment hub and legacy initiatives as a platform for mobilising sustainable, long-term funding for the PCCC, while supporting catalytic, climate-resilient projects across the region. This presents a pathway to enhance PCCC's financial sustainability, reduce reliance on ad hoc project-based funding, and strengthen its role as a regional centre of excellence.	• Dependence on external donors like Japan, Australia, or New Zealand risks cuts or shifts in priorities, threatening long-term sustainability. • Exposure to external economic shocks and geopolitical tensions, which may affect donor priorities, availability of funding, and regional collaboration dynamics. • Increasing competition from other regional and international climate hubs and initiatives, which may duplicate functions, create confusion among member countries, or divert funding and partnerships away from the PCCC. • Limited digital literacy in some Pacific communities may restrict the reach of online tools and training, undermining inclusivity • Scaling too fast or overpromising without capacity to deliver could damage credibility with PICTs, donors, and partners. • Fragmented coordination within SPREP and across regional organisations, leading to siloed efforts, overlapping initiatives, and reduced collective impact in addressing Pacific climate priorities. • Rapidly escalating thematic priorities may outpace PCCC's current capacity to respond effectively. • Dependence on external technical expertise for specialised areas (e.g. Loss and Damage, climate finance readiness) could limit the Centre's ability to build and maintain in-house leadership and technical authority. • Limited resources and high workloads could strain team performance and retention.

4 Next steps

- Prepare a draft of the PCCC Strategy and Business Plan by 09 May 2025. This will incorporate consultation findings, opportunities and recommendations, and align with the Centre's evolving strategic priorities.
- Present the draft Strategy and Business Plan to the PCCC team for internal review and discussion. This will provide an opportunity to test recommendations, gather feedback, and clarify priorities before wider circulation.
- Circulate the draft for internal review and stakeholder feedback, allowing sufficient time for validation and refinement.
- Present the final draft to SPREP management for feedback and endorsement, ensuring alignment with SPREP's priorities and strategic goals.
- Finalise the Strategy and Business Plan by 30 May 2025, integrating feedback and confirming alignment with the Centre's mandate and future vision.
- Submit the final Strategy and Business Plan to SPREP management for approval.

5 Applicability

This report has been prepared for the exclusive use of our client SPREP, with respect to the particular brief given to us and it may not be relied upon in other contexts or for any other purpose, or by any person other than our client, without our prior written agreement.

Tonkin & Taylor International Ltd
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Report prepared by:

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Appendix A List of stakeholders consulted

Date & Venue	Name	Position & organisation
31 March to 04 April SPREP	Ofa Kaisamy	Manager, PCCC
	Tuileva Tuileva	Senior Project Officer, PCCC
	Naoafioga Feuu-Foti	Administration Officer, PCCC
	Yvette Kerslake	Science to Services & Research Adviser, PCCC
	Fred Patison	Climate Finance Readiness Adviser, PCCC
	Taiji Watanabe	ISCCRP, PCCC
01 April 2025 SPREP	Petra Suhren-Chan Tung	Director of Finance, SPREP
	Filomena Nelson	Climate Change Adaptation Adviser
	Jessica Rodham	Climate Change Loss and Damage Officer
02 April 2025 SPREP	Tagaloa Cooper	Director of CCR, SPREP
	Anthony Talouli	Director of Waste Management and Pollution Control, SPREP
	Maikali Nawaqaliva	Director of Strategic Planning, Partnerships and Resource Mobilisation, SPREP
	Nanette	Communications and Outreach Adviser, SPREP
03 April 2025 SPREP	Easter Chu Sing	Deputy Director General, SPREP
03 April 2025 MS Teams	Rachel Chisolm	Senior Advisor, New Zealand Ministry of Foreign Affairs and Trade (MFAT)
	Michelle Sheriff	Senior Adviser on Climate Change and Environment, MFAT
08 April 2025 MS Teams	Soraya McGinley	Third Secretary Development, DFAT
	Bridgette Cottrill	Senior Policy Officer, DFAT
Survey	Nemia Bainivalu	Solomon Islands Ministry of Health and Medical Services

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