SUSTAINABLE ENERGY INDUSTRY ASSOCIATION OF THE PACIFIC ISLANDS

Strategic Plan
2026 – 2030

A thriving Pacific solar and emerging sustainable energy industry capable of delivering the region's energy transition reliably, safely, and at scale.

June 2026

SEIAPI gratefully acknowledges the assistance of the
Market Development Facility in supporting the development of this strategic plan.

Contents

Foreword

The Pacific is in the middle of an energy transition, and solar is leading it. Capital, donors and new players are arriving in the region in numbers we have not seen before. That is good for the Pacific. It also poses a question to SEIAPI: do we step up and lead as the region's solar and broader sustainable energy industry body, or do we let others define a market and lead an energy transition that we have helped build since 2010?

This plan answers that question. SEIAPI will step up. We will become a more structured, more financially sustainable and more regionally relevant organisation, and we will do it as a Pacific industry body, led by Pacific industry, for Pacific conditions.

We start from relative strength. The SEIAPI technical guidelines and the SEIAPI/PPA accreditation are the established reference for solar quality across the Pacific. That technical authority is our foundation. What we have lacked is a consistent voice in the rooms where the region's energy future is decided, the financial base to act on our own terms, and the capacity to keep pace with technologies moving faster than ever. This plan addresses all three.

It sets five strategic objectives for 2026 to 2030: maintain our technical leadership; expand accreditation and in-region training; become the industry's voice on decisions shaping the region's energy transition; prepare for the technologies coming next, and build financial sustainability for our association that makes achieving these objectives possible. Each strategic area will be led by a standing subcommittee drawn from our members and led by an Executive Committee member from SEIAPI’s governance body. Each subcommittee will have identified key priorities to purse with measurable goals.

None of this displaces our existing and growing partnerships with other organisations. We will work with regional bodies, and with the donors and partners investing in the Pacific energy sector. Stepping up and working with others go together. The aim is a SEIAPI that stays relevant and valuable to its members, to the wider industry, and to the Pacific people the industry serves.

On behalf of SEIAPI, I would like to acknowledge the support provided by the Market Development Facility for the development of our first strategic plan, and commend this plan to our members.

Peter Johnston
Chair, SEIAPI Executive Committee

Acronyms and Abbreviations

Acronym	Definition
ANZ	Australia and New Zealand Banking Group
AS/NZS	Australian/New Zealand Standard
BESS	Battery energy storage system
BRED	BRED Bank
COP	Conference of the Parties (United Nations climate change conference)
CROP	Council of Regional Organisations in the Pacific
EQAP	Educational Quality and Assessment Programme
EV	Electric vehicle
FJD	Fijian Dollar
FNPF	Fiji National Provident Fund
FTE	Full-time equivalent
GSC	Global Solar Council
GSES	Global Sustainable Energy Solutions Pty Ltd
IEC	International Electrotechnical Commission
IRENA	International Renewable Energy Agency
NGEF	National Green Energy Fund (Vanuatu)
NGO	Non-governmental organisation
OPERA	Office of the Pacific Energy Regulators Alliance
PCREEE	Pacific Centre for Renewable Energy and Energy Efficiency
PICTs	Pacific Island Countries and Territories
PPA	Pacific Power Association
PV	Photovoltaic
SEIAPI	Sustainable Energy Industry Association of the Pacific Islands
SEC	Smart Energy Council (Australia)
SIDS	Small Island Developing States
SPBD	South Pacific Business Development
SPC	The Pacific Community (Secretariat of the Pacific Community)
TAFE	Technical and Further Education
USP	University of the South Pacific

1 About SEIAPI

The Sustainable Energy Industry Association of the Pacific Islands (SEIAPI) was established in 2010 as the regional voice for the private-sector solar and sustainable energy industry. We are a member-based association registered in Fiji. Our members represent q broad spectrum of stakeholders that serve and shape the Pacific energy markets.

Our members include renewable energy companies that design, supply and install solar PV systems, manufacturers of renewable energy technologies, consultants and energy professionals, training institutions and universities, government agencies and regulators, development partners and donors, and power utilities.

Our work centres on technical standards and guidelines, professional accreditation, in-region training and industry advocacy. Through these activities SEIAPI gives the Pacific solar industry the safety, reliability and credibility needed to compete for tenders, attract investment, and grow.

SEIAPI in numbers

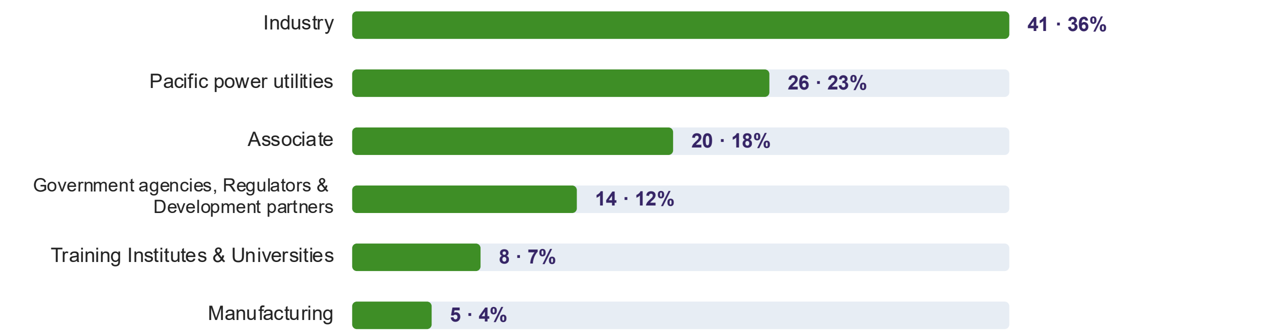
Membership snapshot in 2026

114
Members

22
Pacific Island countries and territories

+43%
Growth since 2024

Membership by category



Total 114 members

Pacific power utilities are members via the SEIAPI–Pacific Power Association affilliation partnership. Source: SEIAPI membership as at April 2026.

Our partnership with the Pacific Power Association (PPA) extends SEIAPI's institutional reach to 26 power utilities across 22 Pacific jurisdictions. The footprint covers the major Polynesian, Melanesian and Micronesian markets, the French overseas territories, and the US-affiliated states. At mid- 2026, our industry membership is concentrated in Fiji but also spans Vanuatu, the Solomon Islands, Papua New Guinea, the Federated States of Micronesia, the Marshall Islands and Palau.

We also work alongside the Pacific Community (SPC) energy programme and its Pacific Centre for Renewable Energy and Energy Efficiency (PCREEE), IRENA's SIDS Lighthouses Initiative, and the University of South Pacific (USP) Pacific TAFE Sustainable Energy Training Centre opening at the USP Statham Campus in Suva from mid-July 2026. In addition, eight training institutions across the region are members in their own right, which gives a strong base for SEIAPI's accreditation and training pipeline at the institutional level.

Summary of our achievements

Our achievements to date include:

- *Sixteen freely available solar PV technical guidelines*. The first four were written in 2012, covering the design and installation of off-grid and grid-connected PV systems. The rest were added and the originals updated between 2018 and 2020 with several others currently under development. They are the established reference for solar quality across the region.
- *The joint PPA/SEIAPI accreditation for PV designers and installers*, first launched in 2012 and relaunched in 2014. It is built on five training competency standards developed with USP, and on 19 training unit standards approved by EQAP for the Pacific Register of Qualifications and Standards.
- *633 people trained across 12 Pacific countries* through thirty-two four-day guideline workshops, with around 90 more completing SEIAPI-aligned online courses through USP Pacific TAFE.
- *Utility PV inspector training against Australian and New Zealand standards,* run from 2024 with the Electric Power Corporation in Samoa, Energy Fiji Limited and the Fijian Competition and Consumer Commission, and again at the 2025 PPA annual conference in Palau.

Our first annual conference in 2026

In March 2026 SEIAPI held its inaugural conference, fifteen years after the association formed. More than 200 delegates came to Suva, Fiji over two days from 24-25 March, around double the number we had planned for. The conference brought together many solar companies from Fiji and abroad, solar equipment wholesalers, development partners, consultants, researchers, NGOs, university students, power utilities, energy regulators and others. The turnout is clear evidence that the Pacific solar energy sector now treats SEIAPI as its convening industry body.

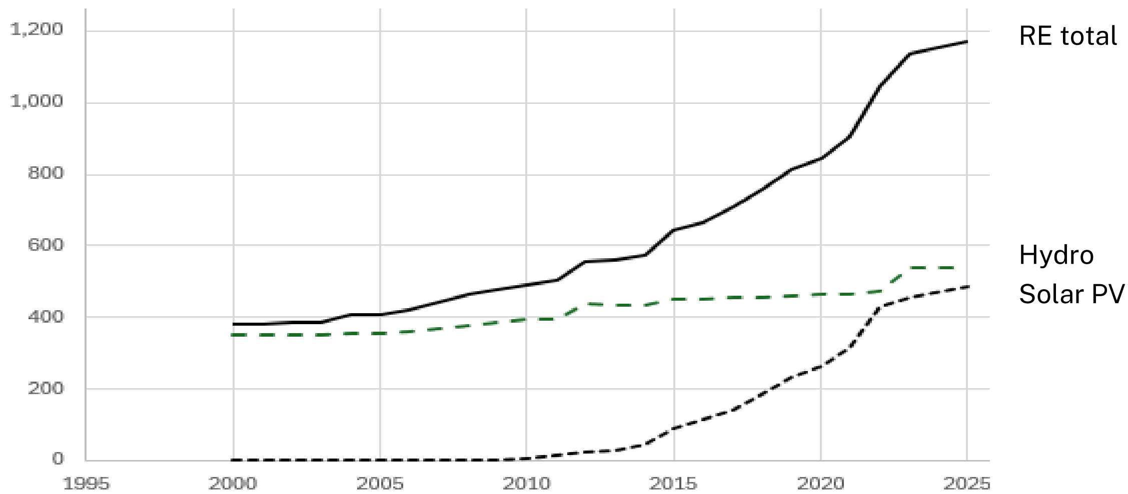
2026 SEIAPI Conference Group Photo, Grand Pacific Hotel, Suva, Fiji.

2 Strategic context

The ongoing Pacific energy transition sets the context for everything SEIAPI does over the 2026-2030 plan period. Pacific governments have committed to ambitious energy targets under national roadmaps and Paris-aligned pledges. COP31 in Türkiye in November 2026 raises the political stakes further. Climate vulnerability underscores almost every donor and government conversation about energy in the region.

Solar PV deployment in the Pacific has grown rapidly since 2010, approaching the total installed regional hydro capacity by 2025. From 2015-2022, RE overall grew at an average annual growth rate of 7% whereas solar PV grew at a phenomenal 25% per year. From 2021-2025, total RE growth slowed to 7% annually and PV growth to about 12%. Utility-scale, distributed and stand-alone solar are all expanding, alongside emerging storage and electric vehicle (EV) applications.

Figure 1: Pacific Islands Installed Solar PV and Hydropower Capacity in MW: 2000-2025



Source: IRENA (2026), Renewable Energy Statistics 2026
Notes: 1) Pacific region is all Oceania minus Australia and New Zealand
2) Installed capacity by end of each year

Development partner attention to the sector is significant. There is also growing interest to assist the Pacific energy sector from regional and global industry bodies such as the Renewable Energy Council Asia Pacific (RECAP), Smart Energy Council (SEC Australia) and the Global Solar Council (GSC), as well as from philanthropic capital. CROP agencies such as PPA and SPC along with PCREEE and Office of Pacific Renewable Energy Regulators Alliance (OPERA) are also active in supporting the Pacific energy sector. The level of activity is high. Coordination, however, is uneven, and SEIAPI is not consistently at the table when programmes that affect our members are designed and implemented.

The industry challenges SEIAPI exists to address

Five clusters of challenges have consistently emerged from member consultations and discussions with governments and regional partners during 2025-2026.

Table 1: Challenges identified during SEIAPI consultations

Challenge cluster	What it looks like in the Pacific region
Quality and standards	Standards enforcement varies from non-existent in some PICTs to patchy in most. Formal regulator recognition of SEIAPI/PPA accreditation remains limited. The cost of accreditation is a real barrier for smaller firms.
Workforce capacity	In-region practical training outside Fiji is thin. Skilled technicians and engineers continue to leave for Australia and New Zealand, weakening the local supply pipeline.
Asset lifecycle	Operations and maintenance, and end-of-life recycling, are routinely neglected on installed systems. The problem is acute at utility scale.
Market enablers	Financier knowledge of solar PV is limited and Pacific banks lack products or de-risking instruments to lend confidently. Grid connection processes are opaque in several markets.
Industry voice	There is no consistent, coordinated and trusted industry voice when development partner programmes are designed, when regulators move on issues affecting industry, or when utilities set the terms of grid access.

These are the reasons members join SEIAPI, and they are the grounds on which donors and partners engage. Our strategic objectives for the 2026-2030 period maps back to one or more of these challenges.

Strategic pillar framework assessment and approach

Our approach to this strategic plan reflects an honest assessment we made of how we as an industry association measure up against the framework for effective renewable energy industry associations around the world. The five pillars together describe what an industry association needs to do well to serve its members and the sector. They provide the context for a useful diagnostic of where SEIAPI is strong and where it has work to do.

Table 2: Assessment of SEIAPI today against strategic pillars for effective industry associations

Strategic framework pillar	SEIAPI current position
Mission and voice	***Developing***. Our mission needs a refresh and a consistent Pacific industry voice has not yet been established.
Policy influence	***Developing.*** External engagement is *ad hoc* rather than structured.
Communication	***Developing.*** Member-facing communication and external visibility are limited.
Knowledge and standards	***Strong***. Technical guidelines and the SEIAPI/PPA accreditation are the established core.
Financial sustainability	***Warming.*** Development partner recognition of SEIAPI's technical standards, and the PPA partnership are opening pathways.

Our strategic objectives improve on the three developing pillars while protecting and extending the one where we are already strong. The financial sustainability pillar is also critical for SEIAPI to improve because it is the enabler to all other pillars and objectives.

3 Our vision, mission and values

VISION

A thriving Pacific solar and emerging sustainable energy industry, capable of delivering the region's energy transition reliably, safely, and at scale.

MISSION

To strengthen the solar and emerging sustainable energy industry in the Pacific Islands through technical standards, professional accreditation, in-region training, advocacy and knowledge sharing.

VALUES

Quality

Up to date technical standards, guidelines and training give solar and emerging sustainable energy technologies the safety, reliability and investor confidence they need to thrive.

Industry voice

SEIAPI's positions reflect Pacific industry interests.

Pacific focussed and led

Solutions designed by Pacific industry for Pacific conditions that draw on international standards where they fit.

Practical value

Every SEIAPI activity should deliver something members and the wider industry can use.

SEIAPI's mandate comes from its Rules of Association, which set out the association's mission and its objectives. This strategic plan refreshes and updates our mission and adopts a vision and a set of values that will guide our activities. Our objectives and purpose as an industry association remain unchanged. The strategic objectives in Section 4 show how SEIAPI will pursue them over 2026-2030.

OBJECTIVES AND PURPOSE IN SEIAPI'S RULES OF ASSOCIATION

(a) To raise the profile of the sustainable energy industry within the Pacific Islands.

(b) To provide for and facilitate the easy exchange of sustainable energy information for members and the Pacific Island people.

(c) To promote the widespread use and understanding of renewable energy and energy efficiency.

(d) To adopt and promote standards and environmentally sound practices for sustainable energy products and services including the installations and implementation of products and services.

(e) To promote the development of quality training for the industry.

(f) To provide a code of ethics for members to abide by.

(g) To foster relationships with relevant government ministries and departments to promote the use of sustainable energy.

(h) To foster relationships with multi-lateral and bilateral donors involved in projects in the Pacific Islands

(i) To foster relationships with other regional organisations operating in the Pacific Islands

(j) To act as a lobby group on sustainable energy issues.

(k) To foster relationships with regional and international organisations with similar interests.

(l) Such other functions as are considered appropriate in relation to the promotion and development of sustainable energy (including climate change, poverty alleviation and remote social economic development) in the Pacific Islands.

4 Our strategic objectives

SEIAPI has adopted five strategic objectives for the 2026 to 2030 period. Four of these objectives and their associated priorities activities respond to what members and the wider sustainable energy sector told us in our consultations. These are focussed on:

- SEIAPI's technical leadership on sustainable energy system standards and guidelines;
- role of industry accreditation and in-region training;
- representing the industry's voice with governments, regulators and donors; and
- sustainable energy sector's readiness for upcoming technologies that impact on the Pacific region's energy transition.

The fifth strategic objective is centred on SEIAPI's financial sustainability and member services. This is the enabler that makes achieving the four objectives possible. Where the other objectives respond to challenges from outside, this is what SEIAPI must do by and for itself, so it can fund the work and deliver the four strategic objectives.

Each strategic objective will be led by a standing subcommittee drawn from our members and chaired by an Executive Committee member. The Executive Committee will establish these subcommittees during 2026, and each will report to it on progress against each objective's performance indicators.

On the following pages, we set out each strategic objective in turn. It identifies its focus, its key priorities, how progress will be measured, and the subcommittee that will lead it.

Strategic Objective 1 – Maintain technical leadership for standards and guidelines for renewable energy systems in the Pacific

The focus of Strategic Objective 1 is to keep the SEIAPI/PPA technical standards and guidelines current, member-led and trusted as the Pacific reference for solar PV system and BESS design, installation, operation and maintenance. It will address standards enforcement gaps, donor and financier procurement quality requirements for renewable energy systems, and give members the technical credibility they can rely on when tendering for projects in the Pacific.

Table 3: Strategic Objective 1 key priorities, performance and measurement indicators for 2026-2030

STRATEGIC OBJECTIVE 1: MAINTAIN TECHNICAL LEADERSHIP FOR STANDARDS AND GUIDELINES FOR RENEWABLE ENERGY SYSTEMS IN THE PACIFIC		
Key priorities	**Performance indicator**	**Measurement**
1.1. Rolling three-year review cycle for all SEIAPI/PPA technical industry guidelines	All current technical industry guidelines reviewed at least once by 2029	Subcommittee reports to Executive Committee
1.2. Develop a fit for purpose guide and training to help Pacific financial institutions assess solar PV and BESS	• Guide published by late 2026 & updated by 2028 • Training delivered to financial institutions in at least three PICTs by 2026	Publication on SEIAPI website, and subcommittee reports to the Executive Committee
1.3. Identify new industry guidelines on emerging sustainable technology areas	At least two new technical industry guidelines published by 2030	Publication on SEIAPI website
1.4. Alignment with AS/NZS and IEC standards where Pacific conditions allow	Cross-references updated at each guideline revision	Subcommittee reports to Executive Committee
1.5. Promote SEIAPI/PPA technical guidelines for donor-funded procurement and power utility tenders	At least five government-led or donor programmes on renewable energy supply applying SEIAPI guidelines by 2030	Survey of members, government and donors in 2028 & 2030

A Technical Standards and Guidelines Subcommittee will lead the key priorities for Strategic Objective 1

Strategic Objective 2 – Grow the industry professional accreditation scheme and in-region training pipeline

Our aims under Strategic Objective 2 are for:

- SEIAPI accreditation to become the regional benchmark for solar PV and BESS designers, installers, maintainers and inspectors.
- Practical training acceptable for accreditation to be carried out for at least eight PICTs by 2030, with proactive North Pacific outreach.

This will address the identified need in the Pacific sector for workforce capacity development, skills retention in the region, and donor and utility quality assurance.

Table 4: Strategic Objective 2 key priorities, performance and measurement indicators for 2026-2030

STRATEGIC OBJECTIVE 2: GROW THE INDUSTRY PROFESSIONAL ACCREDITATION SCHEME AND IN-REGION TRAINING PIPELINE		
Key priorities	**Performance indicator**	**Measurement**
2.1. Grow the accreditation register to 20+ organisations and 100+ individuals	Number on the SEIAPI accreditation register	Quarterly register update
2.2. Secure regulator and/or utility recognition of SEIAPI/PPA accreditation in priority PICTs	At least six PICTs with formal recognition required by 2030	Annual review of status
2.3. Support the Pacific Regional Sustainable Energy Training Centre at USP Pacific TAFE deliver accredited courses in Solar PV and BESS	Centre open and delivering courses from mid-2026	Course completion data
2.4. Launch in-country practical training partnerships beyond Fiji	• Partnerships active in Vanuatu, Tonga, Samoa and Solomon Islands by 2028 • North Pacific outreach by 2028	Partner reports
2.5. Establish a Pacific-wide solar PV and BESS inspector training programme	Programme funded and delivering from 2028	Inspector training records

An Accreditation and Training Subcommittee will lead the key priorities for Strategic Objective 2

Strategic Objective 3 – Be an influential industry voice in the Pacific energy sector

Strategic Objective 3 recognises that SEIAPI needs to have a more active role with governments, regulators, power utilities and development partners on the decisions shaping the region's energy transition. We will need to engage more proactively to be a coordinated industry voice to secure better outcomes for the sector.

Our initial focus for 2026-2030 will be on three fronts: i) policy and regulation with governments and regulators, ii) the implementation and enforcement of SEIAPI guidelines and recommended international standards, and iii) renewable energy programme design with donors, including the use of SEIAPI guidelines and recommended international standards for the energy systems they fund. SEIAPI will also carry the sector's challenges to global forums, including the COP process.

SEIAPI will do this through a structured annual advocacy agenda with tracked outcomes. It will address the absence of a coordinated industry voice in programme design, and in the regulator and utility processes that set the terms of the Pacific energy market.

Table 5: Strategic Objective 3 key priorities, performance and measurement indicators for 2026-2030

STRATEGIC OBJECTIVE 3: BE AN INFLUENTIAL INDUSTRY VOICE IN THE PACIFIC ENERGY SECTOR		
Key priorities	**Performance indicator**	**Measurement**
3.1. Annual advocacy agenda on issues affecting the renewable energy sector and other sustainable energy technology areas within SEIAPI's mandate	Agenda adopted by SEIAPI Executive Committee each year	Paper tabled to Executive Committee
3.2. Each priority external relationship has a dedicated SEIAPI lead to advocate industry views	Relationship register maintained and reviewed twice yearly	Register reviewed by Sub-committee
3.3. Active SEIAPI presence at Pacific energy fora and COP-related Pacific positioning	Attendance and substantive contribution at key external events each year	Subcommittee reports to Executive Committee
3.4. Position SEIAPI as a go-to industry voice in donor programme design for solar and other sustainable energy technology	SEIAPI consulted in at least two donor programme designs annually	Programme document references

An External Engagement and Advocacy Subcommittee will lead the key priorities for Strategic Objective 3

Strategic Objective 4 – Prepare for emerging energy technologies and other sustainable energy topics

We recognise that the Pacific sustainable energy sector is widening beyond solar PV. SEIAPI's name and mandate already encompasses sustainable energy more broadly, but our work has been largely focussed on solar (including hybrid systems) and small-scale BESS, with some older guidelines on micro-hydro, solar water pumping and energy efficiency.

Several areas now sit at different distances from that current focus. Storage and other non-solar renewables are the closest, and many members already work on them. Energy efficiency sits within our mandate, but we have given it little attention. Electric vehicles (EVs) are also beginning to arrive in the Pacific. New technologies are part of the energy transition journey so where SEIAPI should focus is a question that keeps moving, and not one we can or should answer once.

Strategic Objective 4 aims to track these shifts and establish a member-led view on whether and how SEIAPI's scope should broaden its technical focus over time. It does this in a structured way to prepare members and the sector for what is coming. An annual emerging technology brief will be a yearly scan of the field. The discussion papers will be the 'deep dives' that come out of it, to be developed where the brief shows SEIAPI needs a considered view.

Table 6: Strategic Objective 4 key priorities, performance and measurement indicators for 2026-2030

STRATEGIC OBJECTIVE 4: PREPARE FOR EMERGING ENERGY TECHNOLOGIES AND OTHER SUSTAINABLE ENERGY AREAS		
Key priorities	**Performance indicator**	**Measurement**
4.1. Annual emerging technology brief covering EVs, storage, energy efficiency, and other non-solar renewables	Brief published each year	Paper tabled to Executive Committee
4.2. Develop SEIAPI's view on EV charging infrastructure and its grid integration	Discussion paper developed by 2027	Paper tabled to Executive Committee
4.3. Scope SEIAPI's role in energy efficiency for solar and battery system design, covering load reduction and efficient appliances	Scoping paper developed by 2028	Paper tabled to Executive Committee
4.4. Identify priority training and accreditation modules in storage and EV systems	New module scoped by 2028 and delivered with a training partner by 2029	Training partner records
4.5. Annual recommendation to the Executive Committee on scope expansion decisions	Recommendation tabled each year	Executive Committee minutes

A Sustainable and Emerging Technologies Subcommittee will lead the key priorities for Strategic Objective 4

Strategic Objective 5– Build financial sustainability and improved member services

We recognise that membership fees alone cannot fund the depth and breadth of the activities outlined in this plan. Modest membership fees are SEIAPI's only reliable recurring income, and they cover only a small part of what it would cost to effectively operate the association to its full potential. Programme grants help, but they are tied to particular activities which do not always match our priorities and do not last. Member services have been thin, and SEIAPI has not consistently made a strong enough case for membership, even to those who share its vision and mission.

Strategic Objective 5 aims to broaden SEIAPI's revenue base and strengthen the value of membership through partnership income, joint proposals for donor and philanthropic support, a refreshed fee structure and improved member services. It is the enabler – the income it secures is what makes the other four strategic objectives possible.

Table 7: Strategic Objective 5 key priorities, performance and measurement indicators for 2026-2030

Strategic Objective 5: Build financial sustainability and improved member services		
Key priority actions	**Performance indicator**	**Measurement**
5.1. Review SEIAPI membership fee structure and a clear value proposition for members per category	New fee structure adopted by 2027	Membership register and member communications
5.2. Organise an annual SEIAPI conference as a recurring event	Conference held in 2027 and repeated year, with attendance and sponsorship sustained or growing	Conference reports and registration data
5.3. Joint funding proposal pipeline with PPA	At least one joint proposal submitted each year	PPA-SEIAPI annual review
5.4. Diversify income through partnerships with regional and global industry bodies, and donors	At least one independent income sources active each year	Annual financial report
5.5. Grow membership to a defined numerical target	Target set by the Subcommittee and tracked quarterly	Membership register
5.6. Publish an annual report for SEIAPI from 2027 as a credibility and engagement tool	Annual report published each year from 2027	SEIAPI website
5.7. Modernise member-facing communications: website refresh, regular newsletter, members-only content	Refreshed newsletters and website live by 2027	Website analytics and communications log

A Finance and Member Services Subcommittee will lead the key priorities for Strategic Objective 5

How the strategic objectives deliver our association's objectives and purpose

SEIAPI's Rules of Association set out the twelve founding objectives and purpose of SEIAPI. The five strategic objectives delineate how SEIAPI will pursue those founding objectives and purpose over the 2026-2030 period.

Table 8: Alignment of 2026-2030 strategic objectives with SEIAPI's objectives and purpose

Strategic objective	Objectives in the Rules of Association it delivers
Objective 1 – Maintain technical leadership for standards and guidelines for renewable energy systems in the Pacific	Adopt and promote standards and sound practices (objective d); facilitate the exchange of sustainable energy information (objective b)
Objective 2 – Grow the industry professional accreditation scheme and in-region training pipeline	Promote the development of quality training for the industry (objective e); adopt and promote standards (objective d)
Objective 3 – Be an influential industry voice in the Pacific energy sector	Raise the profile of the industry (objective a); promote the use and understanding of renewable energy and energy efficiency (objective c); foster relationships with governments, donors, and regional and international organisations (objectives g, h, i, k); act as a lobby group (objective j)
Objective 4 – Prepare for emerging energy technologies and other sustainable energy areas	Promote the use and understanding of sustainable energy (objective c); other functions appropriate to the promotion and development of sustainable energy (objective l)
Objective 5 – Build financial sustainability and improved member services	Enables delivery of all objectives by funding the work, with funds applied in pursuance of the objects (Rules 37 and 38)

5 How we will need to operate SEIAPI

How we will work to deliver this strategic plan

Delivering on this strategic plan rests on three parts working together. The elected Executive Committee that governs SEIAPI: it sets direction, oversees the secretariat, and is accountable to members at the annual general meeting. The five member-led subcommittees described in Section 4 will lead the work under each strategic objective. The day-to-day support that keeps both running between meetings falls to a secretariat.

What we will need to deliver our strategic plan effectively

As with any industry body, SEIAPI will require a small secretariat for day-to-day support and project delivery. We recognise that neither the Executive Committee nor the five subcommittees can carry out the activities envisaged on their own. The reality is that SEIAPI has never had the proper standing secretariat which an industry body needs since it was formed in 2010. Our day-to-day work has relied mainly on in-kind support from GSES, Mr Goeff Stapleton serving as part-time Executive Officer on an unpaid basis, short-term technical assistance, and substantial voluntary contributions from Executive Committee members over the years. That has produced real results that SEIAPI is proud of. However, it has produced them based on goodwill and short-term funding, rather than through a sustainable permanent team that retains institutional knowledge and capacity.

This strategic plan's ambitions cannot be delivered the same way. Our strategic objectives assume an organisation that maintains relationships, runs programmes and represents the industry without breaks. That takes a professional, funded secretariat that can support the volunteer effort of the Executive Committee and subcommittees. We do not yet have a core secretariat, and building it is the central institutional task for SEIAPI to deliver on the expectations in this plan.

The target staffing model, its cost, and the pathways to fund it are set out in Annex A.

Financial sustainability is our critical enabler

Membership fees alone cannot fund the activities set out in this strategic plan. Our approach to financial sustainability will rest on three principles:

- A diversified income base across membership fees, partnership income, donor and philanthropic support, and service-based revenue where it fits the mission.
- Income raised for programmes that deliver the strategic objectives, not chasing whatever funding is currently available.
- Independence and Pacific-led character maintained regardless of income source.

The substantial change and growth this strategic plan describes will need to be funded mainly through partnerships, joint proposals pursued in partnership with the PPA and other regional bodies, and donor and philanthropic support tied to specific programmes. However, we also need to review SEIAPI's membership fees which have long been low by the standards of comparable industry bodies regionally and globally. As SEIAPI builds the capacity this strategic plan requires, members may need to contribute more. This is why we need to review our membership fees and structure so that they reflect the value we can deliver our members in accordance with their needs.

SEIPAI's proposed financial sustainability plan is at Annex C.

Monitoring and review of our progress

This strategic plan commits SEIAPI to a set of priorities and targets from now to 2030. Monitoring and review is how we will track whether they are being delivered, and act on what we find while there is time where necessary to change course.

Each subcommittee will formally report annually to the Executive Committee on progress against its strategic objective and the indicators set for it, with more informal progress discussed at monthly Executive Committee meetings. From 2027 the formal reports will feed into an overall SEIAPI annual report, published on our website and shared with members and partners.

The strategic plan will be reviewed each year, with a deeper review at the midpoint in 2028 and a more comprehensive independent review in 2030. The Executive Committee will oversee the annual review. The 2028 mid-term review will test whether the objectives, targets and subcommittee structure remain fit for purpose. The 2030 review will inform the next strategic plan.

Members will continue to be consulted formally at the annual general meetings, and informally through subcommittee participation and future annual SEIAPI conferences.

Annex A. Organisational structure

SEIAPI will need to operate through three components: the members, who direct the association; the Executive Committee; elected by members to govern; and the secretariat and standing committees, which deliver the work.

Governance – the Executive Committee

Members elect an Executive Committee at the annual general meeting under the SEIAPI Rules of Association. The Executive Committee controls and manages the affairs of the association and is accountable to members.

It comprises a Chair, a Vice-chair, a Treasurer, a Secretary, up to six ordinary members and one from each affiliate member. Members are drawn from corporate and utility members, one seat per organisation. The committee meets at least six times a year. The Executive Committee is also supported by a part-time Executive Officer reporting to the Chair currently through financial support from GSES.

Delivery lead – five standing subcommittees

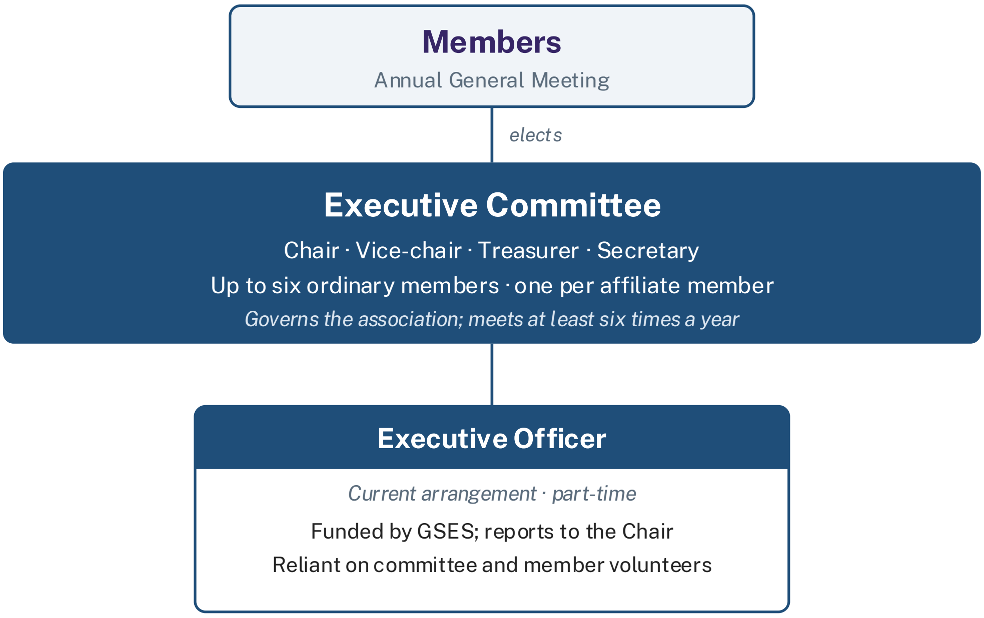
The Executive Committee will delegate the delivery lead of the five strategic objectives to five standing sub-committees. Each subcommittee will be chaired by an Executive Committee member, and draw its members from the active membership, and reports annually to the Executive Committee.

SEIAPI Standing Subcommittee	Strategic objective it leads for 2026-2030 period
Technical Standards and Guidelines	Strategic Objective 1. Maintain SEIAPI's technical leadership
Accreditation and Training	Strategic Objective 2. Grow the professional accreditation scheme and in-region training pipeline
External Engagement and Advocacy	Strategic Objective 3. Be an influential industry voice in policy dialogues with governments, regulators and donors
Sustainable and Emerging Technologies	Strategic Objective 4. Prepare for emerging energy technologies and other sustainable energy areas
Finance and Member Services	Strategic Objective 5. Build financial sustainability and modernised member services

SEIAPI secretariat

A small professional secretariat is needed by SEIAPI to carry out the day-to-day work as an industry association. The strategic plan envisages an institutional structure common to industry bodies both regionally and globally. It will require more secretariat capacity than can be managed with the current part-time Executive Officer approach that largely relies on financial support of GSES supplemented by substantial voluntary contributions provided through the Executive Committee members and other SEIAPI members.

Figure A.1: Current SEIAPI operating model organisational chart



Building a core secretariat is the central institutional task for SEIAPI to deliver on the expectations in this strategic plan. The target operating model for SEIAPI for this planning period is about 3.5 full-time equivalent (FTE) staff. This is comprised of the following four positions:

- a Chief Executive Officer (1 FTE)
- a Technical Projects Officer (1 FTE)
- an Administration and Communications Manager (1 FTE)
- a part-time Financial Controller (0.5 FTE).

The indicative annual operating cost for the target secretariat with a modest office in Suva, Fiji is estimated at FJD 500,000 to 600,000 a year. This is below PPA's secretariat cost which is comparable in size of staff with an office based in Suva. Funding pathways for this secretariat are provided in Annex C.

Figure A.2: Proposed SEIAPI operating model organisational chart with a secretariat and subcommittees

Annex B. Consultation summary

The strategic plan draws on consultations held across the Pacific between October 2025 and March 2026, in two streams: workshops with members and stakeholder discussions on key issues, and meetings with financial institutions on solar finance. The workshops brought together industry firms, power utilities, energy departments, regulators and training institutions. There have also been numerous informal consultations with governments, members, development partners and others over the past year.

Table B.1 Consultations undertaken

Country	Member and stakeholder workshop	Financial institutions consulted
Vanuatu	Port Vila, November 2025 (workshop)	NGEF, Credit Corporation, BRED, ANZ
Tonga	Nuku'alofa, February 2026 (workshop)	Tonga Development Bank, ANZ, SPBD
Samoa	Apia, March 2026 (workshop)	Samoa Commercial Bank, ANZ, Bank South Pacific
Fiji	Consultative workshop with Fiji members, Suva, 8 October 2025 Discussions with participants during the SEIPI inaugural conference 24-25 March 2026	Merchant Finance Limited, Fiji National Provident Fund
Multiregional	Ongoing member engagement and Informal discussions with members, governments, development partners, training institutes, regional agencies and international industry bodies	

What members and industry told us

Training and accreditation came first everywhere. Members want solar PV training sustained and broadened, the new SEIAPI-supported training centre at USP Pacific TAFE used to deliver internationally benchmarked qualifications, and formal accreditation pathways recognised by national regulators. Several linked this to electrical apprenticeships and to career pathways for women and youth.

Standards and their enforcement were the second consistent theme. Members want SEIAPI to keep the regional solar PV standards current, and they want governments to enforce them. In Vanuatu, members noted that without enforcement only standards-compliant products should be allowed to be imported, and that firms struggle to access the Australian and New Zealand standards some tenders require.

Members see SEIAPI as the regional hub. Across all four countries, members described SEIAPI as the central body for technical standards, accreditation, professional development and industry coordination, and they want it to strengthen partnerships with utilities, electrical associations, universities and regional organisations.

Country-specific priorities came through too. Samoa members pressed for grid-connection reform: clearer, faster approval processes and better coordination between the utility, the energy department and industry. Vanuatu members raised end-of-life recycling of batteries and modules, and the neglect of long-term operation and maintenance in donor-funded projects.

What financial institutions told us

Demand for solar finance is real and growing, but no dedicated products exist, though several are under development. Solar is mostly financed under general loan categories such as home improvement or renovation.

Lenders will engage if quality risk is reduced. Across countries, banks said they would move faster with approved supplier lists, standard documentation and independent inspection. In Vanuatu, ANZ and BRED both expressed interest on that basis, and the National Green Energy Fund already runs an approved-vendor model requiring standards-compliant products. Institutions consistently identified SEIAPI as the technical partner that can provide these frameworks, and the quality assurance documents developed for the Fiji National Provident Fund (FNPF) are a transferable model.

Quality is the defining risk. Fiji's FNPF paused its solar product after premature system failures and member complaints. Grid and regulatory uncertainty also constrain lending, particularly in Tonga. The clearest single message, from Tonga Development Bank, was that financing, regulation and technical capacity must advance together.

How this shaped the plan

The priority members placed on training and accreditation sits at the centre of Objective 2. Their call to keep standards current and enforced runs through Objective 1 and the advocacy agenda in Objective 3, which names standards enforcement and grid access. The role members described, SEIAPI as the regional hub and industry voice, is the through-line of the whole plan. The financiers' message points to a continuing role for SEIAPI in providing the technical frameworks that let banks lend with confidence.

Annex C. Financial sustainability plan

Membership fees alone cannot fund the key priorities and activities this strategic plan describes. SEIAPI needs a broader and more reliable income base to operate as an effective industry association institution that members and stakeholders in the Pacific region's energy sector expect it to be.

This annex sets out what SEIAPI will costs to run to meet the ambition of the strategic objectives in this plan, where its income will be targeted to come from, and how it will build a diversified base over the plan period towards financial sustainability.

What it will cost to operate SEIAPI as an institution

The table below shows indicative costs to equip SEIAPI to operate as a functioning institution.

Table C.1: Indicative annual cost of a SEIAPI Secretariat

Cost category	Indicative annual cost (FJD)
Secretariat personnel (3.5 FTE)	360,000 – 430,000
Operating costs (office, communications, travel, audit, governance)	140,000 – 170,000
Total core operating cost	**500,000 – 600,000**

The core annual operating cost covers the secretariat and the running of the association. Major programme delivery, such as the training centre activities, the solar PV inspector programme and guideline development would be funded separately through project-specific grants and sits on top of this core cost.

The personnel and operating costs are comparable to PPA's costs.[1] This estimate is below PPA's operating costs, reflecting SEIAPI's smaller scale.

Where the income comes from

Today, membership fees are SEIAPI's only reliable recurring income, and they cover only part of the core cost. Specific programmes are funded by project grants, which are valuable but time-limited and tied to particular activities. A plan of this ambition needs a wider base. SEIAPI will build income across five sources. There have been initial discussions with potential supporters.

[1] Pacific Power Association, *2024 Annual Report and Audited Financial Report*, available at: https://www.ppa.org.fj/wp-content/uploads/2025/10/FINAL_Annual-Report-2024.pdf

Table C.2: Potential income sources to be pursued

Income source	How it builds
Membership fees	Refreshed fee structure, new membership tiers including financial institutions and renewable energy developers, growing membership
Partnership income	Partnerships with regional and global industry bodies
Joint funding proposals	Submitted with PPA and possibly other CROP agencies
Donor and philanthropic support	Tied to specific programmes
Service-based revenue	Accreditation, training and related services, where they fit the mission
Conferences and workshops	Annual conference and charging for in-country workshops

The path to a diversified base

Diversification in SEIAPI's income will expand over the 2026-2030 plan period as shown in Table C.3.

Table C.3: Phasing of targeted diversified income base

Phase	Focus
Years 1-2	Refresh the fee structure and introduce new membership tiers, grow membership against a numerical target, confirm the first industry-body partnership, and submit joint proposals
By 2028	At least three independent income sources active each year
By 2030	Membership and partnership income cover a growing share of the core cost, with project grants funding programmes on top

The 2028 milestone of at least three independent income sources active each year is the key priority commitment in Objective 5.

Principles

Three principles guide how SEIAPI raises and uses income.

- A diversified income base, so no single source dominates the organisation.
- Income is restricted to programmes that deliver against the strategic objectives.
- Independence and Pacific-led character maintained regardless of income source.

SEIAPI

Sustainable Energy

Sustainable Energy Industry Association of the Pacific Islands