PACIFIC TOURISM ORGANISATION

ANNUAL REPORT 2025

COVER: TOURISM FIJI | Fraser Clements

PHOTO: TAHITI TOURISME | Alikaphoto

VISION

A vibrant and responsible tourism sector empowering a resilient Pacific region of peace, harmony, security, social inclusion, and prosperity.

MISSION

To lead the development of responsible tourism in the Pacific region by strengthening partnerships and coordination, fostering collaboration and innovation, enhancing connectivity, and nurturing the capacity and capability of our country and private sector members.

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Executive Summary

In 2025, the Pacific Tourism Organisation (SPTO) demonstrated strong leadership in advancing Pacific tourism through a period of recovery, reform, and renewed growth. Guided by its *Strategic Plan 2025–2029* and aligned with the *2050 Strategy for the Blue Pacific Continent* (2050 Strategy), SPTO strengthened its role as the region's collective voice for tourism, delivering impactful programmes across marketing, sustainable tourism, research, and regional advocacy.

A key highlight of the year was SPTO's leadership in the Review of the Regional Architecture (RRA), where the organisation undertook extensive consultations and produced two major reports to inform regional reform discussions. These efforts culminated in the reaffirmation by the Council of Tourism Ministers (COTM) of SPTO's role as a stand-alone regional agency, safeguarding tourism's visibility and strategic importance within the Pacific regional system.

SPTO continued to drive regional visibility and market engagement through flagship initiatives such as the South Pacific Tourism Exchange (SPTE) and participation in major global platforms, including Seatrade Cruise Global. These efforts strengthened trade partnerships, expanded market access, and reinforced the Pacific's position as a competitive and culturally unique destination.

PHOTO: COOK ISLANDS TOURISM | Fraser Clements

Digital transformation and data-driven decision-making remained central to SPTO's work. The Pacific Tourism Digital Transformation Project reached 93 percent completion, significantly enhancing regional data systems through the Pacific Tourism Data Initiative (PTDI), while strengthening member countries' capacity for evidence-based planning and international market engagement.

Sustainable tourism continued to be a key priority, with SPTO advancing the *Pacific Sustainable Tourism Policy Framework* (PSTPF) through community-based initiatives, regional forums, and strategic partnerships. Notable achievements included the Pacific Sustainable Tourism Leadership Summit (PSTLS), the inaugural Tourism and NGO Forum, and the rollout of sustainable tourism standards and circular economy initiatives under the SWITCH-Asia programme.

FRENCH POLYNESIA

RAPA NUI

Partnerships remained at the core of SPTO's delivery, strengthening collaboration with development partners, regional organisations, and academic institutions, including signing a landmark Memorandum of Understanding (MOU) with the University of the South Pacific (USP) to establish the Pacific Tourism Research Institute (PTRI), positioning the region for stronger research, innovation, and capacity development.

SPTO also enhanced its communications and outreach, delivering 119 media releases, eight media interviews, and multiple regional publications, significantly increasing stakeholder engagement and the visibility of Pacific tourism initiatives.

Financially, the organisation maintained strong governance and accountability, achieving unqualified audit opinions across all major financial statements and donor-funded projects, reflecting sound financial management and operational integrity.

Overall, 2025 was a transformative year for SPTO, marked by strengthened governance, expanded partnerships, enhanced digital and research capabilities, and increased global engagement. These achievements position SPTO to continue driving sustainable, inclusive, and resilient tourism growth across the Pacific in the years ahead.

From the Chairperson

Halo olgeta!

DEAR SPTO MEMBERS, PARTNERS & STAKEHOLDERS

Over the past year, the Pacific tourism sector has demonstrated not only resilience, but remarkable progress and renewed confidence. Across our region, we have seen tourism evolve with intent—guided by evidence, strengthened by partnerships, and anchored in Pacific values.

A defining strength of the Pacific Tourism Organisation is its unique, private-sector-driven model. This structure stands as a powerful demonstration of what is possible when public and private sectors work in genuine partnership. It is an approach that delivers practical outcomes while remaining aligned with national and regional development priorities.

> **Tourism is more than an economic engine. It is a lifeline and it is how we tell our stories, build bridges between peoples, and shape a future grounded in peace and shared prosperity.**

Beyond milestones and metrics, what ultimately carries us forward is the spirit of unity. The Pacific is not simply a geographic region; it is a family of nations bound by culture, connection, care, and respect. In this context, tourism is more than an economic engine. It is a lifeline and it is how we tell our stories, build bridges between peoples, and shape a future grounded in peace and shared prosperity.

The vision before us is clear. We must continue to consolidate our gains, remain united, and strengthen the Pacific Tourism Organisation as a standalone Council of Regional Organisations in the Pacific (CROP) agency.

I wish to sincerely acknowledge our key partners—the People's Republic of China, the New Zealand Ministry of Foreign Affairs and Trade (NZMFAT), New Zealand Māori Tourism, and the Australian Department of Foreign Affairs and Trade (DFAT)—as well as our broader CROP family. Your continued support strengthens not only SPTO but the entire regional tourism architecture.

From this strong foundation, we move forward with a clear mandate: alignment with the *2050 Strategy for the Blue Pacific Continent*, endorsement of SPTO's *Strategic Plan 2025–2029*, expanded strategic partnerships, and strong collective support for SPTO's role in delivering SPTE 2025.

To effectively serve both the tourism private and public sectors—and to meaningfully contribute to the 2050 vision—we must continue to advocate, with one voice, for SPTO to remain a standalone CROP agency. This is not an institutional preference; it is a strategic necessity for the region.

In this context, the RRA was both timely and significant. It reaffirmed tourism's rightful place within the Pacific's development agenda and recognised the vital role SPTO played as a standalone CROP agency. I wish to formally commend the Secretariat for its proactive, strategic, and disciplined engagement throughout this process. Through high-level advocacy, technical submissions, and coordinated engagement with Champions, SPTO's mandate and value proposition were clearly articulated and consistently defended.

I would like to extend sincere appreciation to the 2025 COTM Chair, Deputy Prime Minister of Fiji and Minister for Tourism and Civil Aviation, Hon. Viliame Gavoka, for his steadfast leadership, continued commitment to regional cooperation, and strong support throughout the RRA process. His guidance and advocacy helped ensure that the voice of the tourism sector was clearly represented in these important regional discussions.

I also wish to acknowledge, with deep appreciation, the leadership and advocacy of the President of French Polynesia, His Excellency Moetai Brotherson. His steadfast intervention at the Pacific Islands Forum (PIF) Leaders' Meeting and Retreat was instrumental in reinforcing the outcome of this review. As His Excellency aptly and repeatedly stated during Leaders' deliberations: "*Why fix what is not broken?*" That simple yet powerful question captured the collective wisdom of Leaders and affirmed confidence in SPTO's role and performance.

Our task now is clear: to build on this momentum with clarity, strength, unity, and purpose.

At the same time, we are presented with an opportunity to open a long-closed door, one that brings renewed attention to a longstanding regional challenge. Tourism and aviation are not standalone sectors; they are systems of connection, resilience, and opportunity. For Pacific Island countries dispersed across vast ocean distances, air connectivity remains essential to inclusive growth, visitor mobility, and economic sustainability.

A strengthened tourism–aviation partnership offers a pathway to co-design smarter routes, enhance destination visibility, and unlock economic potential for underserved communities. In this space, we invite our development partners to walk alongside us—to invest in connectivity that empowers, integrates, and transforms the Pacific region.

I look forward to serving alongside you all, with purpose, partnership, and an unwavering commitment to our shared Pacific vision.

Tangiya Tupaz

ADELA ISSACHAR ARU
Chairperson
SPTO Board of Directors

From the Chief Executive Officer

Warm Pacific Greetings!

DEAR SPTO MEMBERS, PARTNERS & STAKEHOLDERS

2025 marked a year of strategic growth, resilience, and decisive regional alignment for the Pacific Tourism Organisation. Across the year, SPTO strengthened partnerships, delivered measurable results, and reinforced tourism's position as a cornerstone of Pacific development—economically, culturally, and strategically.

Tourism remains one of the Pacific's most powerful development drivers. In some Member States, it contributes over 70 per cent of gross domestic product (GDP) and delivers returns on investment that significantly outperform those of agriculture and fisheries. In 2025, arrivals reached approximately 2 million across the region, an increase compared with the 1.9 million arrivals recorded in 2024. This sharp rise highlights the region's strong tourism rebound and its expanding capacity to attract international visitors. Despite year-to-year fluctuations, tourism revenues continued to underpin national budgets, employment, and community livelihoods. These outcomes reaffirm that tourism is not a peripheral sector, it is an unsung hero that connects aviation, trade, data, sustainability, and people.

Tourism continued to strengthen in 2025, supported by rising demand and steady recovery across major destinations. Global tourism receipts reached USD$1.734 trillion in 2024, marking a historic high as the sector fully rebounded from the pandemic. By the first nine months of 2025, the industry had generated USD$1.35 trillion, signaling another strong year of performance. With a 4 per cent increase in international tourist arrivals in 2025, adding nearly 60 million travellers compared to 2024, tourism revenue is expected to surpass the previous year's total, continuing the upward trajectory in regional and global earnings.

2025 RESULTS TIMELINE

In March, SPTO reaffirmed aviation partnerships through the Australia–Pacific Partnerships for Aviation (P4A), strengthened cooperation with China, and formalised disaster risk financing for tourism through the Pacific Catastrophe Risk Insurance Company MOU.

In April, SPTO advanced global market engagement at Seatrade Cruise Global in Miami and co-hosted the Sustainable Tourism Enhancement in the Pacific (STEP) Regional Validation Workshop on sustainable tourism.

May was a delivery peak, with SPTO's May Meetings in Nadi, including SPTE, aviation readiness and governance workshops, Board and Council engagements, and post-crisis recovery support for New Caledonia.

In June, aviation advocacy continued at the Australasia Roundtable in Sydney, alongside regional workshops on marketing, analytics, and gastronomy, and the commencement of consultations on the RRA.

In July, trade cooperation was strengthened through the Pacific Agreement on Closer Economic Relations (PACER) Plus, which subsequently supported SPTO's October Meetings in Vava'u through its participation and provision of funding assistance.

> **Tourism is not a peripheral sector—it is the Pacific's unsung hero.**

In August, SPTO participated in the Global Sustainable Tourism Council (GSTC) Conference in Fiji and formally launched the PTRI with USP, establishing the region's first dedicated tourism research hub.

September saw SPTO engagements at the PIF Leaders Meeting, Secretariat of the Pacific Regional Environment Programme (SPREP) Ministerial processes, the 2025 Treasures of the South Pacific (ToSP) Roadshow in collaboration with Pacific Trade Invest (PTI) Australia and the launch of the *Republic of the Marshall Islands* (RMI) *Sustainable Tourism Policy 2025–2030*.

October marked a major governance milestone, with the endorsement of key regional frameworks, including the SPTO Finance Strategy and the Pacific Tourism and Aviation Strategy, alongside the convening of the COTM, the PSTLS, the Cruise Forum, and the Pacific Youth Forum Action Plan in Vava'u.

In November and December, SPTO launched the Pasifika Cultural Tourism Training, convened the inaugural Pacific Tourism & Environment NGO Forum, participated in the Diving Equipment Marketing Association (DEMA) Show, received sustainable tourism training in Beijing, and represented the region at the China International Travel Mart (CITM) held for the first time in Hainan.

SPTO's impact in 2025 was made possible through strong partnerships. I acknowledge with appreciation our key partners, the People's Republic of China, NZMFAT, New Zealand Māori Tourism, DFAT, SPREP, the remainder of our CROP family and our international partners, including the Pacific Private Sector Development Initiative (PSDI), SWITCH-Asia, UN Tourism and the Mountain Partnership Secretariat at the Food and Agriculture Organization (FAO) who, in close collaboration with SPTO, supported the gastronomy initiative. Your continued trust enables results at scale.

LOOKING AHEAD

In 2026, our priorities are clear. Foremost is connecting tourism and aviation—an essential, long-overdue partnership for Pacific resilience and inclusion. The newly endorsed Tourism and Aviation Strategy provides a framework to support improvements in routes, market access, and connectivity across Member States, particularly our Small Island States and Territories (SISTs).

Alongside this, we will continue advancing sustainable tourism aligned with our Strategic Plan (2025-2029) and the 2050 Strategy, strengthening regional cooperation and sectoral autonomy, and deepening partnerships with civil society, academia, the private sector, and development partners. 2025 proved what is possible when the Pacific acts with unity, clarity, and purpose. SPTO now stands ready to deliver the next phase—focused, accountable, and firmly positioned as the region's dedicated tourism CROP agency.

I extend my deepest gratitude to our Tourism Industry partners, our Board of Directors, and the Council of Tourism Ministers for their unwavering commitment and leadership. Together, we safeguard tourism's voice and secure the economic future of our Blue Pacific.

Ofa atu

CHRISTOPHER COCKER
Chief Executive Officer
SPTO

Board of Directors 2025

Adela Issachar Aru
CHAIRPERSON
Vanuatu

Viliami Takau
DEPUTY CHAIRPERSON
Tonga
(resigned October 2025)

Christopher Cocker
CHIEF EXECUTIVE OFFICER

Minnie Tuia
American Samoa

Karla Eggelton
Cook Islands

Jin Liang
People's Republic of China

Salaseini Daunabuna
Fiji

Gina Bunton
French Polynesia
(resigned March 2025)

Vaihere Lissant
French Polynesia
(appointed May 2025)

Bermance Aldis
Federated States of Micronesia

Reeti Onorio
Kiribati

Cramer Cain
Nauru

Julie Laronde
New Caledonia

Micah Fuhiniu Viviani
Niue

Eric Mossman Uvovo
Papua New Guinea

Francis Carlos Domnick
Republic of the Marshall Islands

Pativaine Tevita
Samoa
(resigned 2025)

Kitione Pogi
Samoa
(appointed August 2025)

Dagnal Dereveke
Solomon Islands

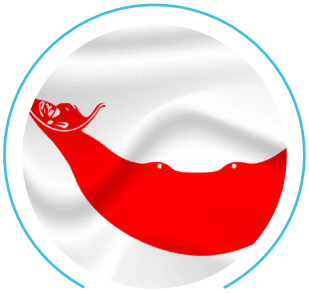
Antonio Da Silva
Timor Leste

Asi Fangalua Halaleva-Pasilio
Tokelau

Paufi Afelee
Tuvalu
(resigned June 2025)

Tepola Esekia-Mitilelei
Tuvalu
(appointed June 2025)

Marion Kualoa
Wallis & Futuna



Rapa Nui

PRIVATE SECTOR REPRESENTATIVES

James McCann
Fiji Hotel & Tourism Association

Akuila Batiweti
Fiji Airways
(resigned May 2025)

Kameli Batiweti
Fiji Airways
(appointed May 2025)

Caroline Raimbault
Manihini Consulting
(appointed November 2024)

Rashmi Tulsiani
Vanuatu Hotels & Resorts Association
(appointed April 2024)

Acronyms

ADB	Asian Development Bank
APAC	Asia Pacific Aviation Consulting
BCI	Business Confidence Index
BOD	Board of Directors
CAS	Community Attitude Survey
CEO	Chief Executive Officer
CHOGM	Commonwealth Heads of Government Meeting
CITM	China International Travel Mart
COP29	29th UN Climate Change Conference
COTM	Council of Tourism Ministers
COVID-19	Coronavirus Disease 2019
CPAC	Council of Pacific Arts and Culture
CROP	Council of Regional Organisations of the Pacific
DEMA	Diving Equipment & Marketing Association Show
DFAT	Australian Government Department of Foreign Affairs and Trade
DST	Division of Sustainable Tourism
EDM	Electronic Direct Mail Marketing
EOSP	Executive Office & Special Projects Division
EU	European Union
FestPAC	Festival of Pacific Arts & Culture
FHTA	Fiji Hotel and Tourism Association
FJ	Fiji
FJD	Fijian Dollar
FNPF	Fiji National Provident Fund
FRCS	Fiji Revenue and Customs Services
FSM	Federated States of Micronesia
GBN	Global Business Network
GT	Grant Thornton
IMP	Industry Membership Programme
IVS	International Visitor Survey
IWD	International Women's Day
LDS	Lead Digital Specialist
LMS	Learning Management System
MCT	Ministry of Culture and Tourism of China
MDF	Market Development Facility
MOU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprise
NGO	Non-governmental Organisation
NSO	National Statistics Office
NTO	National Tourism Organisation
NZMFAT	New Zealand Ministry of Foreign Affairs and Trade
NZMT	New Zealand Maori Tourism
NZVSA	New Zealand Volunteer Service Abroad
OAG	Official Aviation Guideline
P4A	Partnership for Aviation
PACER Plus	Pacific Agreement on Closer Economic Relations Plus
PAYE	Pay As You Earn Tax
PIC	Pacific Island Country
PIC Japan	Pacific Island Centre Japan
PIFS	Pacific Islands Forum Secretariat
PMCM	Pacific Ministers for Culture Meeting
PSDI	Private Sector Development Initiative
PSSP	Pacific Storytelling Specialist Programme
PSTPF	Pacific Sustainable Tourism Policy Framework
PSTS	Pacific Sustainable Tourism Standards
PT	Provisional Tax
PTDI	Pacific Tourism Data Initiative
PTRCF	Pacific Tourism Research Cooperation Framework
PTRI	Pacific Tourism Research Institute
PTSS	Pacific Tourism Statistics Strategy
PWC	PricewaterhouseCoopers
RMI	Republic of the Marshall Islands
RRA	Review of the Regional Architecture
RTO	Regional Tourism Organisation
SFA	Strategic Focus Area
SIDS	Small Islands Developing States
SIST	Small Island State & Territory
SPC	The Pacific Community
SPCA	South Pacific Cruise Alliance
SPREP	Secretariat of the Pacific Regional Environment Programme
SPTE	South Pacific Tourism Exchange
SPTO	Pacific Tourism Organisation
STEP	Sustainable Tourism Enhancement Project
SUP	Single-use plastic
TIM	Tourism Industry Members
ToSP	Treasures of the South Pacific
UN	United Nations
UNFCCC	UN Framework Convention on Climate Change
UNSIDS4	4th UN SIDS Conference
UNWTO	UN Tourism
UNSW	University of New South Wales
US/USA	United States of America
USD	US Dollar
USP	University of the South Pacific

PHOTO: TAHITI TOURISME | Grégoire Le Bacon

Executive Office & Special Projects Division

In 2025, the Executive Office continued to provide strategic leadership to SPTO, guiding the organisation through a period of regional recovery, institutional reform discussions, and renewed momentum for Pacific tourism. Beyond providing Executive Support to Member Countries and staff, the Office also implemented targeted activities aligned with Strategic Focus Areas 5 and 6, ensuring that SPTO's programmes advanced regional cooperation, tourism–aviation connectivity, and capacity development. Through strengthened partnerships, active engagement with Member Countries, and sustained advocacy across regional and international platforms, the Executive Office reinforced SPTO's role as the Pacific's collective voice for tourism, keeping the sector firmly positioned as a key driver of economic growth, resilience, and sustainable development.

MAJOR DIVISIONAL ACHIEVEMENTS FOR 2025

SPTO Strategic Plan Management and Implementation

The development and initial implementation of the SPTO Strategic Plan 2025–2029 marks a significant step in aligning the organisation's work with its Strategic Focus Areas (SFAs) and regional priorities. The Plan provides a clear framework to guide programme delivery, resource allocation, and performance monitoring, ensuring that SPTO's interventions are targeted, measurable, and responsive to member country needs. Early implementation efforts have focused on integrating the SFAs across key workstreams, strengthening coordination, and embedding results-based approaches to support sustainable tourism growth and resilience across the Pacific.

SFA 5

Building the capacity of tourism institutions and professionals across the Pacific remained a key priority in 2025. The Executive Office supported a range of regional training initiatives targeted at SPTO Board members and management.

One notable initiative was that, on 8 May, SPTO, in partnership with DFAT-P4A, delivered an Aviation Readiness Workshop for Board Directors, providing valuable insights into aviation trends, strategic planning, and the critical role of air connectivity in supporting tourism recovery and growth across the Pacific. This was complemented by the rollout of an aviation readiness survey to National Tourism Organisations (NTOs) to inform the development of the Tourism & Aviation Strategy. Subsequently, on 12–13 May, SPTO, again in collaboration with DFAT-P4A, conducted a two-day governance training, where 14 Board Directors and 6 Secretariat management members completed the Effective Director Course, strengthening governance leadership through practical learning on board operations, decision-making, and effective executive engagement.

SFA 6

6.1 Identify opportunities to provide a tourism voice in regional aviation planning and development and advocate for agreed policy positions

The SPTO CEO participated in the MasterClass and Australasia Roundtable held in Newcastle, Sydney, an invaluable forum that explored the entire air service planning value chain. Topics ranged from network development and route incentives to stakeholder engagement and aviation policy, offering critical insights to advance SFA 6 of SPTO's Strategic Plan: Connecting Tourism and Aviation. SPTO extends its sincere appreciation to DFAT's P4A for funding the CEO's participation, and to Asia Pacific Aviation Consulting (APAC) and Fiji Airways for their continued support and collaboration.

6.3 Advocate for the alignment of aviation and tourism policies for more efficient results in both sectors

Recognising the critical link between tourism growth and aviation connectivity, the Executive Office advanced efforts to strengthen collaboration between tourism authorities, airlines, and aviation stakeholders.

Click here to view the Pacific Tourism and Aviation Strategy 2026–2030.

A major milestone during the year was the development of the *Pacific Tourism and Aviation Strategy 2026–2030*, supported through the DFAT-funded P4A programme and technical expertise from Eagle Aviation Consulting. The strategy was endorsed by the SPTO BOD and COTM during meetings held in October, in Vava'u, Tonga.

The importance of tourism–aviation collaboration was also highlighted through high-level dialogue during the COTM Meeting, which brought together ministers, airline representatives, and aviation experts to explore solutions for improving connectivity and tourism competitiveness across the Pacific.

6.5 Support aviation development through research and insights

Ongoing exploration and testing of Aviation Data and Insights sources such as University of New South Wales (UNSW), Mastercard, DFAT, Official Aviation Guideline (OAG) Aviation and ForwardKeys to obtain relevant quotations and to evaluate their relevance to overall SFA 6.

Project Management

A defining achievement in 2025 was SPTO's leadership in digital transformation. The Pacific Tourism Digital Transformation Project, funded by the Government of New Zealand, reached 93 percent completion by the end of Year Four. A key outcome of this initiative has been the successful implementation of the PDTI, which has significantly strengthened how Member States collect, manage, and utilise tourism data for evidence-based decision-making. More broadly, the project has enhanced the region's ability to engage international markets and undertake strategic planning. As the programme enters its final year of delivery, digital capability underpinned by PTDI is now firmly embedded as a core regional asset.

Governance and Board Relations

SPTO maintained strong governance oversight and engagement with Member Countries throughout the year. The Executive Office led and supported meetings of the SPTO BOD in May and the Board Directors and COTM meeting in October, alongside several regional events and consultations.

A key highlight was the series of regional tourism meetings held in Vava'u, Tonga, which included the SPTO BOD Meeting, the COTM Meeting, the PSTLS, the Pacific Youth Forum on Sustainable Tourism and Cruise summit. These meetings strengthened regional collaboration and provided an important platform for advancing strategic tourism priorities across the Pacific.

Regular engagement with Member Countries ensured that SPTO programmes remained aligned with national tourism priorities and regional development goals.

Advocacy

Regional

The Executive Office played a leading role in advancing Pacific tourism interests within the 2025 RRA. Throughout 2025, SPTO's identity as a stand-alone CROP agency was both tested and reaffirmed. SPTO undertook substantial work in response to the RRA, producing two major reports based on extensive consultations and comparative analysis.

The Phase 1 Report, published in July 2025, addressed Strategic Alignment and Governance Enhancement of SPTO in Response to the RRA. The Phase 2 Report,

PHOTO: VANUATU TOURISM OFFICE | David Kirkland

published in October 2025, focused on the Review and Reform of SPTO's Governance Structure. Together, these reports informed COTM deliberations in Vava'u in October.

The Council, acknowledging both the reforms achieved and the strategic alignment demonstrated, reaffirmed its endorsement for SPTO to continue as a stand-alone CROP agency. This decision safeguards tourism's visibility and autonomy within the regional architecture.

To serve both public and private sectors and contribute meaningfully to the 2050 Strategy, tourism requires dedicated regional leadership and cannot afford dilution. Through these efforts, SPTO's work was pivotal in ensuring tourism remains central to regional development and collaborative policymaking.

International

In 2025, SPTO actively engaged in a range of international forums to promote Pacific tourism, sustainable development, and regional collaboration. Highlights included participation in the SWITCH-Asia Annual Meeting in Bangkok and the Asia-Pacific Francophone Youth Forum, showcasing Pacific perspectives on sustainable tourism, youth engagement, and regional policy cooperation. The SPTO CEO represented the organisation at key events, including the Tonga Tourism Forum, East-West Center Panel Discussion, Pacific Heads of Agriculture and Forestry Services (PHOAFS) and Pacific Ministers of Agriculture and Forestry (PMAF) meetings in Tonga, GSTC 2025 in Fiji, the 54th PIF Leaders Meetings in Honiara, and the International Tourism Alliance of Silk Road Cities Conference and Cultural Exchange in China.

SPTO also advanced cruise and yachting sector development through its presence at Seatrade Cruise Global 2025 as part of the South Pacific Cruise Alliance (SPCA), enhancing visibility and building industry connections. In China, SPTO supported Pacific member countries' participation in Sustainable Tourism Development Training and the CITM, strengthening capacity, professional exchanges, and the Pacific's profile. Collectively, these engagements reinforced tourism's role in regional development and positioned SPTO as a key advocate for Pacific tourism on the global stage.

Communications

SPTO continued to strengthen its communications efforts to promote Pacific tourism and raise awareness of regional initiatives. In 2025, under the leadership of the Executive Office, SPTO delivered 119 media releases, conducted 8 media interviews, published 12 issues of the SPTO Bulletin, and produced 7 issues of Sustainable Newsbeat. These efforts, alongside digital communications and regional publications, helped highlight tourism developments across the Pacific and increase stakeholder engagement.

Regional publications including the Pacific Tourism Bulletin, Pacific Pulse, and the Sustainable Newsbeat Country Focus series provided regular updates on tourism initiatives, policy developments, and industry achievements across Member Countries. These communications efforts helped enhance SPTO's regional and international visibility.

Member Recruitment and Relations

Strong partnerships remain central to SPTO's ability to deliver regional tourism initiatives. During 2025, the Executive Office strengthened engagement with development partners, regional organisations, aviation stakeholders, and academic institutions to support collaborative programme delivery and future funding opportunities. Notably, SPTO developed a funding proposal to the People's Republic of China to assist with implementing the *SPTO Strategic Plan 2025–2029*, while also actively re-engaging partners in New Zealand and Australia to secure ongoing support. Additionally, in a milestone moment for Pacific regional collaboration, USP and SPTO signed a MOU to jointly establish and operationalise the PTRI. This strategic partnership marks a bold step forward in elevating tourism research, data systems, and human resource development across the Pacific.

Under the leadership of the SPTO CEO, significant efforts were dedicated to strengthening the Tourism Industry Membership (TIM) programme. The CEO worked closely with the Marketing team throughout 2025 to review and enhance member benefits, ensuring that TIM delivers greater value to the tourism sector. This hands-

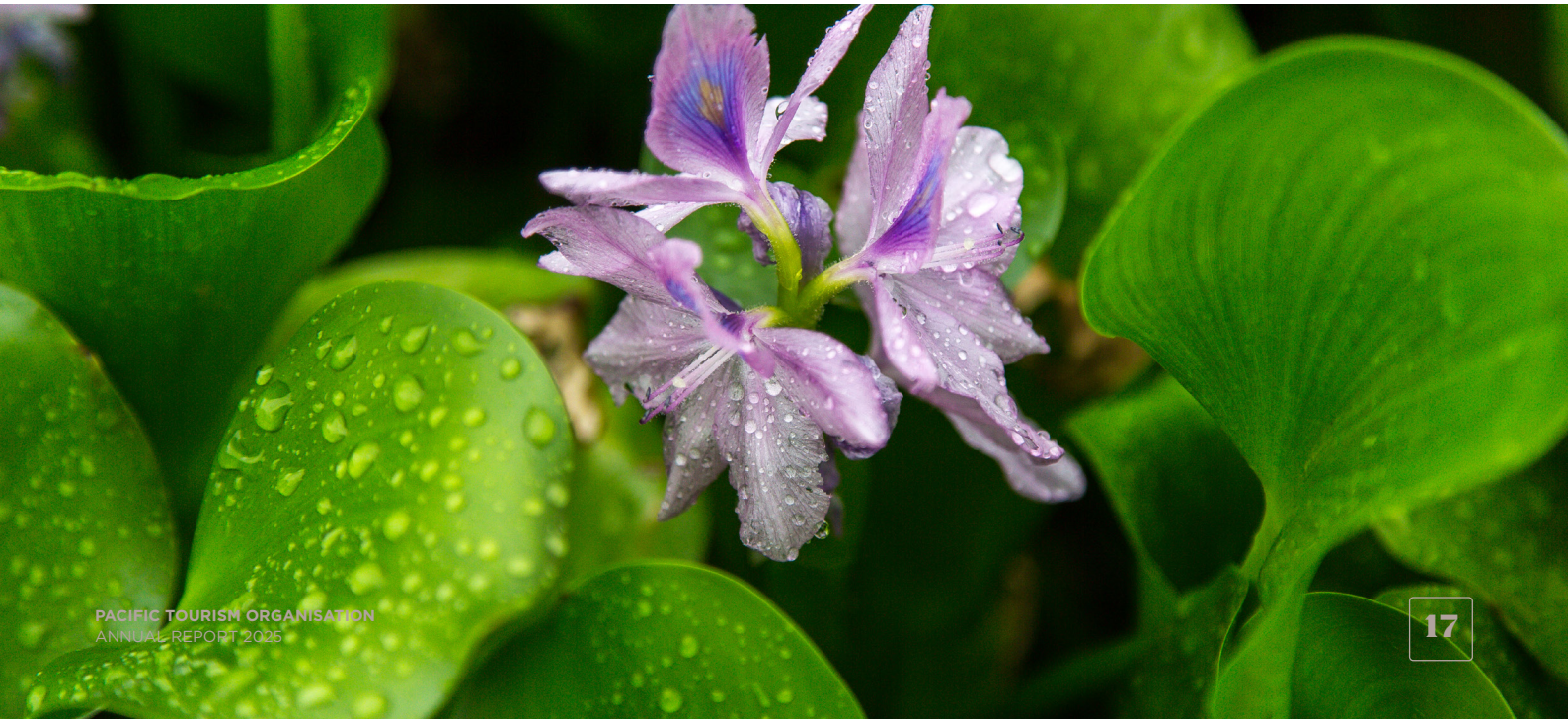


PHOTO: AMERICAN SAMOA VISITORS BUREAU | Jonathan Irish

on engagement demonstrated a commitment to fostering stronger industry strategic partnerships and supporting the growth and sustainability of Pacific tourism.

SPTO also continued to strengthen relationships with Member Countries and private sector stakeholders, reinforcing the organisation's regional network and convening power. Engagement with potential and former members, including discussions with Rapa Nui and Tokelau regarding re-engagement, reflected ongoing efforts to broaden participation within SPTO's membership framework.

Conclusion

Looking ahead, the Executive Office remains committed to strengthening SPTO's role as the region's leading platform for tourism cooperation and policy coordination. As PICs continue to navigate evolving economic, environmental, and connectivity challenges, tourism will remain a critical driver of inclusive growth and sustainable development. Guided by the vision of the 2050 Strategy, SPTO will continue to work closely with Member Countries, development partners, and the private sector to ensure that tourism contributes meaningfully to the region's long-term prosperity, resilience, and stewardship of the Pacific's people, cultures, and natural environment.

PHOTO: TOURISM AUTHORITY OF KIRIBATI | David Kirkland

Marketing Division

The Marketing Division is responsible for positioning the Pacific as a leading global tourism destination through SPTO's core marketing functions. This includes brand management, strategic planning, project coordination, digital marketing, trade shows, and promotion of the cruise and yachting sectors. It also oversees the IMP and Pacific Storytelling Specialist Programme (PSSP), which support industry engagement and strengthen the Pacific's tourism narrative in global markets.

Throughout the year, the Division worked with donor and development partners, governments and NTOs, NGOs, industry and private sector partners, and media stakeholders to deliver key priorities, including strengthening planning systems for member countries, improving connections across short-haul, long-haul, and emerging markets, raising awareness of the Pacific's unique selling points, advancing digital transformation, building partnerships through the IMP, delivering targeted digital campaigns, and enhancing tourism products.

In 2025, these efforts strengthened the Pacific's positioning as a vibrant, competitive, and culturally unique global tourism destination. The Division focused on its core marketing functions to support regional tourism development and market engagement, ensuring the Pacific's tourism narrative aligned with market needs.

MAJOR DIVISIONAL ACHIEVEMENTS FOR 2025

SFA 1

Sustainable Tourism Advocacy and Implementation Support

1.4 Advocate for responsible development of cruise and yachting sectors

Cruising and Yachting Development

In 2025, SPTO strengthened its leadership role in advancing cruise and yachting tourism across the Pacific through deeper collaboration with SPCA and enhanced engagement with global cruise industry stakeholders. SPTO's participation at Seatrade Cruise Global (SCG) maintained a unified Pacific presence at the world's largest cruise trade event, enabling the organisation to build new industry relationships and promote the region as a sustainable and culturally rich cruise destination. During the event, SPTO secured connections with two international cruise media representatives and held discussions with nine expedition cruise executives, several of whom signalled interest in packaging Pacific itineraries for 2025 and attending SPTE 2025, demonstrating strong commercial potential for Pacific cruise growth.

Regionally, SPTO continued to advance its strategic cruise and yachting agenda through major events and technical workstreams. A key milestone in 2025 was the successful hosting of the Pacific Cruise Summit in Vava'u, which brought together cruise lines, port authorities, and destination stakeholders to address itinerary planning, port readiness, marine tourism regulation, and regional coordination. This summit highlighted shared challenges such as infrastructure gaps, inconsistent regulatory processes, and limited data availability, and clarified priorities for strengthening the Pacific's cruise ecosystem in the years ahead. Alongside cruise development, SPTO advanced the Pacific Tourism Yachting Strategy 2026–2030 in partnership with the Market Development Facility (MDF), consolidating insights on environmental compliance, navigation safety, and market development while mapping regulatory and infrastructure bottlenecks that continue to constrain yachting growth in several member countries.

Across all quarters, SPTO's work confirmed that while cruising and yachting remain high-value sectors for Pacific tourism, both require coordinated regional action, improved data systems, and clearer enabling frameworks. Structural constraints, including inconsistent regulations, port and marina limitations, and gaps in sector-specific data, were consistently identified as barriers to scale. Nevertheless, SPTO's technical groundwork, strengthened partnerships with SPCA, and enhanced industry engagement platforms have laid a solid foundation for 2026. The organisation's efforts throughout the year positioned cruising and yachting as priority growth areas within the wider Pacific tourism portfolio, ensuring alignment with SPTO's sustainability objectives, cultural values, and the long-term direction of the region's tourism sector.

SFA 2

Marketing Strategies, Campaigns, and Metrics

2.1 Support collaborative regional marketing campaigns and strategies focusing on product and destination differentiation

Strengthening the Pacific Brand

A core achievement in 2025 was the continued elevation of the "Ours is Yours" brand, which remained visible across all major SPTO platforms. The brand was showcased on the consumer website homepage, across social media channels, and through a

high-performing promotional video that received more than 21,132 YouTube views. Strategic use of the #OursIsYours hashtag, recorded in over 2,221 instances, amplified the region's message of authenticity, cultural richness, and environmental stewardship. The Division used the brand to anchor key communications throughout the year, including International Women's Day campaigns, SPTO governance meetings, SPTE promotions, donor engagement events, and achievement announcements such as SPTO's Commonwealth Award recognition. These efforts strengthened brand visibility and engagement across global audiences.

2.2 Facilitate collaborative marketing initiatives among members

Digital Marketing, Social Media Performance

In 2025, SPTO's digital marketing ecosystem recorded one of its strongest years to date, driven by increased content output, improved campaign planning, and stronger alignment between digital activity and regional trade events. Momentum accelerated in Q3 and Q4, with 561 posts produced and notable gains in audience engagement and multi-format content deployment. Electronic Direct Mail (EDM) activity was particularly strong, with 136 campaigns delivered, well above 2024 levels, and Q4 recording a 91.2% increase in email-driven traffic, reflecting improved relevance, segmentation, and continuity despite staffing gaps. These results highlight the maturity of SPTO's digital operations and growing demand for Pacific tourism content in global markets.

SPTO's social media performance also reached record highs, reinforcing its role as a leading voice for Pacific tourism online. Growth was strong across key platforms, with the Pacific brand reaching over 103,000 Facebook followers, 16,000 LinkedIn followers (23% growth), and continued gains on Instagram and X. The organisation recorded its highest engagement in Q3 and Q4, achieving 1.82 million impressions in Q3 and 2.04 million in Q4, supported by stronger storytelling assets, SPTE promotional content, and targeted campaigns across long-haul, short-haul, and emerging markets. While Facebook and YouTube saw slower follower growth, strategic reviews are underway to refresh paid promotion and content strategies in 2026. Overall, the

PHOTO: TAHITI TOURISME | Danee Hazama

PHOTO: TOURISM AUTHORITY OF KIRIBATI | David Kirkland

year demonstrated that consistent, high-quality cross-platform content drives the strongest gains in digital visibility.

2.3 Develop marketing performance, metrics and analysis

Website Performance

Website performance across SPTO's digital platforms—corporate site, consumer site, and Jobslink—showed sustained growth, particularly in the final quarter of the year. The corporate website ended Q4 with 26,135 sessions and 22,003 users, representing a 33% quarter-on-quarter increase, fuelled by stronger direct and referral traffic (+140.8% and +109% respectively). The consumer website also experienced growth, supported by the publication of over 20 destination blogs and improved cross-channel amplification, resulting in 21,346 new users in Q4 alone. SPTO Jobslink, SPTO's regional employment platform, recorded exceptionally strong uptake, closing Q4 with 55,332 sessions and 37,605 users, driven by improved organic search visibility and social referral pathways. These combined results highlight the growing recognition of SPTO's digital platforms as authoritative hubs for Pacific tourism information, trade intelligence, and employment opportunities.

Marketing Events and Platforms

2.4 Deliver the South Pacific Tourism Exchange annually

SPTE 2025

Trade event visibility remained a vital pillar of the Division's 2025 achievements. SPTE serves as a pivotal annual travel trade event facilitated by SPTO, bringing together member countries, industry stakeholders, and international partners. It aims to streamline business interactions between global travel partners and tourism operators from the Pacific region, fostering mutually beneficial relationships and promoting diverse offerings of Pacific Island destinations. Continuing its tradition, SPTE 2025 was from 9–10 May at the Crowne Plaza Fiji Nadi Bay Resort, offering a platform for participants to engage in meaningful discussions, exchange innovative

tourism products, and explore avenues for sustainable growth. Aggregate value of cash sponsorships for SPTE 2025 was FJ$182,719.11 against a target of FJ$250,000.

SPTE 2025 attracted a total of 119 seller registrations, with 81 sellers confirmed onsite, reflecting a 68% conversion rate. Sellers represented 19 countries and territories across the Pacific and beyond, including non-SPTO members such as Australia, New Zealand, and Palau.

The seller mix demonstrated diversity of the Pacific's tourism offerings, ranging from accommodation and tours to niche experiences such as diving and cruises. Of 81 sellers, 55 were returning participants, while 26 were new, highlighting both value of SPTE to repeat participants and its ability to attract new entrants.

Short-haul buyers hailed from countries such as Australia, New Zealand, Fiji, and Vanuatu, while long-haul buyers came from more distant markets, including the United States of America, Canada, China, Denmark, Germany, Switzerland, Spain, South Korea, Portugal, Poland, Hong Kong, and Italy.

SPTE 2025 saw a notable shift in the profiles of participating buyers, reflecting the evolving landscape and demands of the global tourism industry. This year's event attracted a diverse mix of decision-makers and influencers, including account operations managers, agency managers and owners, travel advisors, associate market managers, CEOs and co-founders, China trade delegates, contracting managers, researchers, destination managers, directors, general managers, group heads – infrastructure, product managers and coordinators, global accounts managers, market managers (Oceania and regional), advertising sales and purchasing managers, tourism partnership managers, and presidents and vice presidents – destination stewardship.

The extent and seniority of participating roles signify a shift towards strategic leadership, specialised expertise, and regional market management. This trend reflects the sector's growing emphasis on innovative product development tailored to emerging travel trends, creative content and brand positioning to attract niche markets, strategic partnerships for long-term growth and destination resilience, and targeted contract management and market engagement across key regions. Participation of such high-level and functionally diverse buyers demonstrates a commitment to aligning with the Pacific region's tourism goals, enhancing competitiveness, promoting sustainability, and fostering deeper regional collaboration.

2.5 Support members with trade shows, events and exhibitions

ToSP 2025

The Division also maintained a strong regional presence through the ToSP roadshow, engaging 339 agents and raising the profile of SISTs across five Australian cities—Brisbane, Melbourne, Adelaide, Sydney and Newcastle.

The ToSP 2025 roadshow was attended by SPTO, and its participation served as a pivotal strategy in fulfilling the objective of improving market awareness in short-haul markets by showcasing the diverse attractions of the Pacific region. Through compelling presentations and engagement with key stakeholders, including travel agents and representatives from the Australian tourism industry, SPTO successfully highlighted the distinctiveness of short-haul Pacific destinations across the same five Australian cities.

PHOTO: VANUATU TOURISM OFFICE | Wang Yan

The Hidden Treasures of the South Pacific, represented by SISTs, were showcased by SPTO with funding support from PTI Australia as part of the talent development programme. These SISTs included Tuvalu, RMI, Kiribati, the Federated States of Micronesia (FSM), and Nauru, each offering breathtaking natural attractions, cultural richness, and unique experiences.

Comprehensive information shared during the roadshow educated attendees about lesser-known Pacific destinations, encouraging potential travellers to explore these islands. Positive reception from attendees underscored the effectiveness of the event in enhancing market awareness and generating interest among short-haul travellers.

Moreover, collaboration with key industry players and the consistent visibility of SPTO as a sponsor throughout the roadshow reinforced the organisation's presence, contributing to improved market awareness in these short-haul markets.

Long-Haul Markets 2025

At global level, SPTO showcased Pacific destinations at DEMA in Orlando, USA, and the CITM in Haikou, China, strengthening relationships with niche operators, sustainability bodies, and long-haul market buyers. Moreover, SPTO actively participated in these events to promote the Pacific as a premier tourism destination. These events provided valuable opportunities to engage with key stakeholders in the dive tourism sector and the Chinese outbound travel market, respectively.

- DEMA 2025: Strengthened partnerships with global dive operators and media, highlighting the Pacific's rich marine biodiversity and sustainable dive tourism offerings. Facilitated business linkages between Pacific destinations and international dive travel buyers.
- CITM 2025: Increased awareness of Pacific tourism offerings in China, fostering engagement with key Chinese travel agents and potential investors. Gathered market insights to refine SPTO's China market strategy and strengthen the Pacific's presence in this high-growth tourism segment.
- Participation at SCG in Miami, USA further advanced SPTO's cruise development agenda and reinforced coordination with the SPCA.

Industry Membership Programme

The IMP underwent significant transformation in 2025 as SPTO continued modernising it into a more structured, value-driven membership system aligned with industry needs across the Pacific. Throughout the year, the Marketing Division actively promoted IMP across multiple channels, despite limited resources—including the Pulse newsletter, trade events, and stakeholder meetings—resulting in steady engagement and improved visibility. A major milestone was the validation of the new IMP membership structure, categorising members into Air & Maritime, Accommodation & Hospitality, Retail & Marketing, Tourism Services, and Education/NGO segments. This restructured model was endorsed by both the SPTO BOD and COTM, positioning IMP for a full relaunch in mid-2026.

Membership numbers reflected this renewed momentum. By the end of 2025, IMP recorded 42 paid members and 166 basic free members, showing improvement compared to previous years and demonstrating growing industry confidence in SPTO's upgraded service offering. IMP promotion was integrated into the SPTE 2026 seller campaign, contributing to 26 new sign-ups and renewals in Q4 alone, while the Division conducted targeted recruitment drives in several member countries—including Papua New Guinea, Vanuatu, Samoa, Cook Islands, Niue, Kiribati, Solomon Islands, Timor-Leste, FSM, and Tonga—alongside digital training programmes. These coordinated efforts broadened geographic representation, strengthened partner engagement, and reinforced IMP's role as a key platform for connecting regional tourism stakeholders.

In addition to member recruitment, the IMP Annual Review Survey provided meaningful insights into member expectations and highlighted opportunities for service enhancement. Members noted strong appreciation for access to research, sustainability guidance, and digital marketing training but called for clearer communication, streamlined onboarding, and increased visibility for member businesses. These findings informed the 2026 rollout plan, which prioritises improved digital communication, a centralised resource portal, and enhanced networking opportunities. Despite constraints—including limited recurring revenue, low membership numbers, and challenges in converting basic members into paid tiers—the IMP requires a stronger foundation for long-term sustainability. By year-end, the programme was poised for its 2026 relaunch, equipped with an updated structure, refined benefits, and a renewed value proposition for the Pacific tourism industry.

2.6 Support the use of digital marketing platforms through a standard digital technology stack

Digital Transformation and Capacity Building

The Marketing Division continued to implement SPTO's Digital Transformation Project, contributing significantly to the uplift of digital marketing capacity across NTOs and private sector members. Under Activity 3.2 – Digital Content Upgrade, SPTO delivered five regional content coaching sessions involving 73 participants, offering tailored guidance grounded in data, benchmarking, and real-time platform best practices. These sessions were redesigned into clustered, tiered trainings to accommodate varying digital maturity levels across the region.

In parallel, SPTO progressed major digital upgrades, including five NTO website revamps (Timor-Leste, Tonga, RMI, FSM, Nauru) and an ongoing redesign of SPTO's consumer website to align with global UX trends and improve destination storytelling. This aims to ensure equitable digital readiness across Pacific destinations while positioning SPTO's platforms as the premier information gateway for travellers worldwide.

SFA 5

Marketing Training and Skills Development

2.7 Deliver digital marketing support and training

Digital Marketing Training

In 2025, SPTO's digital marketing ecosystem achieved one of its strongest years to date, driven by a deliberate increase in content output, improved campaign planning, and stronger alignment between digital activities and major regional trade events. Training sessions delivered across the year covered paid advertising best practices, TikTok and LinkedIn strategies, Artificial Intelligence (AI) applications in tourism marketing, Search Engine Optimization (SEO) fundamentals, and digital content planning, engaging participants from 13 member countries. Dedicated in-country technical support was also provided to Timor-Leste and Tonga.

2.8 Deliver training on authentic storytelling and destination familiarisation for travel trade

Pacific Storytelling Specialist Programme

In 2025, the PSSP made progress in strengthening SPTO's regional storytelling capacity and enhancing the way Pacific destinations are represented to global travel trade partners. The programme continued to grow in visibility and participation, recording 285 new agent registrations and maintaining strong engagement across its introductory and intermediate tiers, with 107 completions across bronze and silver certifications. The programme remained a key pillar of SPTO's broader marketing strategy, supporting travel trade education through structured learning pathways and targeted content distribution.

PHOTO: TOURISM TONGA | David Kirkland

A major focus for the year was expanding PSSP's authenticity and depth through the creation of new, culturally grounded content. In October 2025, SPTO undertook a successful in-country content mission in Vava'u, Tonga, capturing rich cultural narratives, maritime heritage, conservation stories, and gastronomy focused insights. These assets were developed in collaboration with the Sustainable Tourism Division and Tonga Tourism Authority to ensure accuracy, cultural integrity, and alignment with responsible tourism principles. This effort strengthened the programme's learning materials and positioned PSSP as a central engine for SPTO's storytelling driven brand approach, supporting both consumer facing and trade focused marketing channels.

While PSSP continued to expand its reach, the year also highlighted opportunities for improvement—particularly regarding the Gold Tier. Completion remained low due to the requirement for learners to exit the Tovuti Learning Management System (LMS) to complete country-specific modules across six destinations, with delays in registration approvals and login access creating barriers to progression. Despite these challenges, the programme delivered value as part of the New Zealand-funded Pacific Digital Transformation Project, supporting capacity building for NTOs and industry partners. Collectively, PSSP's 2025 achievements strengthened regional storytelling capabilities and laid a strong foundation for scale-up in 2026, including planned multilingual delivery, streamlined LMS processes, and expanded integration into SPTO's marketing campaigns.

2.10 Develop and deliver marketing workshops and training

Pacific Tourism Strategic and Digital Marketing Workshop

The Pacific Tourism Strategic and Digital Marketing Workshop was successfully delivered from 30 June to 1 July 2025 in Nadi, Fiji, convening NTO marketing leads and strategic planners from across the region. Sixteen NTO representatives from 13 countries and territories attended. The workshop aimed to align national and regional marketing priorities and inform the direction of key frameworks for 2026–2030, with strong alignment emerging around the need for more integrated regional campaigns, investment in digital resourcing, and clearer market segmentation strategies.

Conclusion

Overall, 2025 was a transformative and high-performing year for the Marketing Division. The combination of strengthened global trade presence, record digital performance, expanded storytelling assets, improved NTO digital capability, and forward-looking partnerships contributed to an ambitious and productive year. Despite challenges with sponsorship, resource constraints, and the need for improved digital tools, the division effectively delivered on its core mandate and laid strong foundations for 2026. With SPTE 2026 ahead, the IMP relaunch, expanded cruise and yachting workstreams, and growing aviation partnerships, the division is well-positioned to accelerate regional tourism visibility and drive collective Pacific brand growth in the coming year.

Sustainable Tourism Division

PHOTO: VANUATU TOURISM OFFICE | Xiaoxian Shen

The work of the Division of Sustainable Tourism (DST) in 2025 focused on meeting its strategic goals per the *SPTO Strategic Plan 2025-2029* and advancing efforts in implementing the *Pacific Sustainable Tourism Policy Framework* (PSTPF).

MAJOR DIVISIONAL ACHIEVEMENTS FOR 2025

SFA 1

Sustainable Tourism Advocacy and Implementation Support

1.1 Advocate for and support national adaptation and implementation of the PSTPF

Community-based Tourism Support

A successful year of collaboration supported and enhanced community tourism initiatives in Fiji, Samoa, and Tonga as part of the SPTO–NZMT partnership on community tourism. The Peer-to-Peer Exchange Programme between Fiji and Samoa was a milestone achievement in sharing knowledge, experiences, and learning among tourism operators, cultural experts, and policymakers. Covering a range of areas, the programme included learnings on operating accommodation businesses in remote, rural areas; coastal adaptation; community-managed marine protected areas and attraction sites; public-private partnerships in site development and management; adventure experience and product development; local food sourcing; beach fale experiences; and resource efficiency, among others.

The highlights of the Peer-to-Peer Exchange can be viewed here.

Additionally, the Ha'atafu community development project in Tonga strengthened resilience at the community level for this tsunami-affected village, marked by the partnership between the Tonga Tourism Authority, the Ministry of Tourism, and the Ha'atafu Women's Committee. The focus of activities included supporting Ha'atafu to build the community's capacity to design a self-sustaining, eco-conscious, culturally vibrant village programme that offers meaningful livelihood opportunities. These included physical heritage site infrastructure improvements, clean-up programmes, solar lighting and recycling, as well as ecotourism livelihood activities for women. The outcomes of the initiative were shared at the third PSTLS, in Vava'u, Tonga, in October.

3rd Pacific Sustainable Tourism Leadership Summit

Successfully coordinated and hosted the 3rd PSTLS, held in Vava'u, Tonga from 20–21 October. Centred on the theme *Midway to 2030: Realigning, Reaffirming, and Recommitting to Sustainable Tourism*, the Summit included the inaugural face-to-face Pacific Youth Forum on Sustainable Tourism. The Summit discussions focused on achievements to date since the launch of the PSTPF in October 2021, challenges faced by the sector, Member Countries, and SPTO during implementation, and opportunities for collaboration and intentional actions in the remaining five years of the Framework. The Youth Forum segment brought together selected youth representatives from Cook Islands, Fiji, Kiribati, Niue, Samoa, Solomon Islands, and Tonga. In recognition of youth voices and participation in shaping the future of tourism in the Pacific, the outcomes of the forum will inform the development of an Action Plan to be developed in 2026 to progress this important agenda.

The Outcomes Report is available here.

Attended by 100 participants from 14 SPTO Member Countries, the Summit was made possible by the generous support of partners, including PACER Plus, the Government of Tonga, Fiji Airways, and Solomon Airlines.

Inaugural Pacific Tourism and NGO Forum

Successfully coordinated and co-hosted the first Pacific Tourism and NGO Forum in Suva from 3–5 December with SPREP. Focusing on environmental sustainability, the forum bridged the gap between the tourism industry and the NGO sector, bringing together over 35 leaders from Fiji-based NGOs, including those working across

multiple countries in the region, the Fiji Hotels and Tourism Association, and the Duavata Sustainable Tourism Collective. By facilitating this dialogue, with the support of the Fiji Ministry of Tourism and Civil Aviation (MTCA), Minisitry of Fisheries and Forests (MoFF), and SPREP, attendees established new connections, shared updates on the work they are involved in, and forged pathways for collaboration.

Beyond networking, the event increased awareness among attendees of regional initiatives, including the *Practical Guidelines for Environmental Audits of Tourist Accommodations* and *Environmental Impact Assessment Guidelines for Coastal Tourism Development in the Pacific*. It also discussed the *Standards and Certification Programme for phasing out Single-Use Plastics (SUPs) in the Pacific Tourism Industry* and the *Responsible Marine Wildlife Viewing Guidelines*. The forum also contributed to the mapping of NGO and partner contributions to the PSTF Goals, ensuring that grassroots conservation and social efforts are recognised and strengthened through sustainable tourism development and environmental sustainability goals.

The forum was made possible with the generous support of SPREP via the Australian Government-funded Pacific Ocean Litter Project (POLP), the EU-funded ACP MEA Phase III, and the EU-funded Pacific Bioscapes Programme.

Launch of the Pacific Sustainable Tourism Portal Phase 1

Successfully coordinated and co-hosted the first Pacific Tourism and NGO Forum in The phase 1 of the Pacific Sustainable Tourism Portal, was successfully launched on 20 October during the SPTO BOD Meeting. Through core funding support with the support of the POLP, the portal is a one stop shop for all sustainable tourism related information. It brings together information and resources from countries, private sector and partners on regional contributions to achieving the shared vision for a prosperous, resilient and inclusive tourism sector. Efforts continue with the second phase of the Portal which is anticipated to be launched at the May 2026 BOD meeting.

The Portal can be accessed here.

1.2 Advocate for, identify pathways for, and support implementation of the Pacific Sustainable Tourism Standards (PSTS) and related guidelines

Completion of Phase 1 of the STEP Project

Successfully concluded Phase 1 of the SPTO partnership with the EU SWITCH-Asia Initiative for STEP in October. This phase focused on the identification of critical levers for promoting circular economies and sustainable practices across the SPTO membership, a process captured through in-country scoping assessments and regional surveys early in the year. Through the use of tourism standards, the STEP capitalized on existing standards methodologies to inform the delivery of planned activities. This was followed by a high-level regional validation workshop in April. The *Regional Roadmap for Integrating Circular Economy Sustainable Tourism Practices in the Pacific Tourism Sector* and specific *Country Pathway Reports* for Fiji, Kiribati, Samoa, and Vanuatu, the four STEP demonstration countries were completed and launched at the third PSTLS in October. The launch event also saw the announcement of Phase 2 investment by the EU through the SWITCH-Asia Initiative. The project immediately pivoted to implementation, hosting planning meetings with demonstration countries to finalise activity designs that will deliver tangible environmental and economic support starting in Q1 2026.

The Regional Roadmap and final Country Pathways can be accessed here.

Destination Management Guideline Development and Implementation Support

1.7 Support the adoption of destination planning and management best practices

POLP, Standards and Certification Programme (SCP) for phasing-out Single-Use Plastics (SUPs) in the Pacific Tourism Industry

The year marked an important step in partnership between SPTO and SPREP with the launch of the SCP for phasing-out SUPs in the Pacific Tourism Sector, together with the Implementation Toolkit during the SPTO BOD Meeting in May. To raise awareness, SPTO in close collaboration with SPREP coordinated visibility activities at key regional events including the Circularity, Innovation, Recovery, Culture, Learning and Environment (CIRCLE) Expo in Apia at the end of May, the GSTC Conference in Fiji in August, the 32nd SPREP Meeting in Samoa in September, the 3rd PSTLS in Tonga and the inaugural Pacific Tourism and NGO Forum held in Fiji in December.

In terms of resourcing, SPTO and SPREP signed the second Letter of Agreement for continued collaboration in implementing the SCP at the national level. With total funding support of USD$130,000.00, the partnership intends to implement SCP industry and sector level awareness campaign and dialogue, identifying resources and tools to support industry needs for transitioning SUPs out of the sector. Through this support, the initial national POLP awareness workshops for the tourism sector were completed for Tuvalu, Solomon Islands, Tonga, Samoa and Kiribati. SPTO's official request for a No-Cost Extension to May 2026 was also submitted and subsequently approved by SPREP to allow SPTO and countries the time to fully complete activities.

Details of the POLP Activities above are detailed in the recently submitted Project Progress Report which can be accessed here.

Product Development and Service Quality

1.10 Support the development of quality tourism products through technical advice and best practice guidance

Sustainable Gastronomy Tourism Itineraries and Value Chains in Pacific SIDS (PSIDS)

Implemented over six months, the development of sustainable gastronomy tourism itineraries and value chains in PSIDS is a joint initiative led by UN Tourism (UNWTO)

PHOTO: RMI OFFICE OF COMMERCE, INVESTMENT, AND TOURISM | David Kirkland

PHOTO: TOURISM AUTHORITY OF KIRIBATI | David Kirkland

and the Mountain Partnership Secretariat at the Food and Agriculture Organization (FAO), in close collaboration with SPTO. It aims to build tourism experiences and itineraries rooted in agrifood systems. The initiative was implemented in seven PSIDS—Cook Islands, Fiji, Samoa, Solomon Islands, Tonga, Vanuatu, and Palau. SPTO led implementation in four countries: Fiji, Samoa, Solomon Islands, and Tonga.

Working closely with local producers and tourism stakeholders, the project strengthens the connection between gastronomy ecosystems and the tourism value chain. It promotes tourism experiences that feature authentic local products and practices. One of the project's ultimate goals is to develop gastronomy tourism itineraries tailored to each destination's cultural and environmental identity. These itineraries, offered to tourists through a variety of existing platforms, will maximise benefits for local communities while enhancing and diversifying the tourism offer in PSIDS.

By integrating local agrifood systems into tourism, PSIDS can drive inclusive economic growth and support smallholder farmers while safeguarding both cultural heritage and fragile ecosystems. Active involvement from both public and private stakeholders is essential to ensure inclusive growth and foster regional knowledge exchange, thereby enhancing the strategic value of gastronomy tourism itineraries. The project was successfully wrapped up following the rollout of national scoping assessments and delivery of trainings and partner dialogues in selected areas across the four demonstration countries of Fiji, Samoa, Solomon Islands, and Tonga.

Click here to access End of Project Report.

The project was generously funded by the UNWTO and FAO Mountain Partnership through the support of the Italian Cooperation Development Agency.

SFA 5

1.11 Coordinate and facilitate training to raise service quality in the Pacific

Tuvalu Industry Training

Successfully coordinated the Customer Service Excellence, Tour Guiding and Experience Development trainings for the Tuvalu tourism industry in partnership with the Tuvalu Department of Tourism and SPREP. Delivered by Fiji experts Silina Bale and Simione Sevudredre, the training was held over a period of four days from 19–22

August and was attended by over 13 participants. The trainings helped to prepare the industry and Tuvalu Department of Tourism in hosting the Partners to the Nauru Agreement regional meeting the Government of Tuvalu hosted in September.

As part of the training, the POLP awareness workshop was also delivered in collaboration with SPREP to support the integration of sustainable tourism practices and waste management at the country level. The training was funded by SPTO and SPREP through the POLP.

Online Pasifika Cultural Tourism Training

Successfully delivered the Online Pasifika Cultural Tourism Training, which benefitted 21 participants from Cook Islands, Fiji, FSM, French Polynesia, PNG, Solomon Islands, and Vanuatu, as well as SPTO staff. Divided into four modules, the training covered the following areas:

- Introduction to the Training
- Module 1: Pacific Identity & Indigenous Governance
- Module 2: Organisational Identity
- Module 3: Tourist Needs and Expectations
- Module 4: Pasifika Values in Sustainable Tourism

The training was officially launched on 30 October and concluded on 19 December 2025, with an official virtual closing session and certificate presentation to be held in early 2026. The training facilitators were Simione Sevudredre and Peni Jeffrey from Sau Vaka Culture Consultancy in Fiji. This initiative was funded by NZMT under the Community-Based Tourism programme. The programme was made available on the Tovuti LMS platform with guided facilitation by the Sau Vaka team.

Conclusion

2025 was an extremely productive and busy year for the Division of Sustainable Tourism, particularly noting that this was also a PSTLS year. The highlights above demonstrate the reach of SPTO in terms of on-the-ground sustainable tourism initiatives. Welcoming new partnerships with the SWITCH Asia Pacific Initiative proved successful, with the announcement of further technical advisory support for Phase 2. On the other hand, the first SPTO–UN Tourism partnership on the Development of Gastronomy Tourism Itineraries and Value Chains provided a much-needed boost to revive partnerships for agrifood systems at industry and community level.

Momentum continued with the POLP Project, with SPREP committing to a second agreement to amplify sector efforts in phasing out single-use plastics. The sector has come a long way in implementing PSTPF, and much work remains for the remaining period of the Framework. This will require continued and new partnerships, as well as funding support. Reaching out to the NGO sector, as was done this year through the inaugural forum, is an example of innovative partnerships critical to the success of SPTO's work under SFA1 in the next four years.

Research & Statistics Division

SPTO delivers clear and insightful travel and tourism research to PICs, partner organisations, the private sector, and development partners. Through pioneering frameworks and collaborative workshops, the Research & Statistics Division has helped build a resilient and forward-looking tourism landscape. Reflecting on the past year, it is evident that these collective efforts have not only laid strong foundations but also illuminated pathways for sustainable tourism growth.

Committed to supporting informed decision-making, the Research & Statistics Division provides data and analysis that strengthen research efforts in the tourism sector. The Division's quarterly and annual visitor arrival reports serve as essential resources for stakeholders engaged in tourism-related activities.

PHOTO: COOK ISLANDS TOURISM | David Kirkland

SFA 3

Data Collection

3.1 Lead regional tourism data collection

In 2025, SPTO strengthened the implementation of the PTDI, reinforcing regional tourism data systems and maintaining standardised collection frameworks across member countries.

Under PTDI, the International Visitor Survey (IVS), Business Confidence Index (BCI), and Community Attitude Survey (CAS) research projects continued to operate across multiple Pacific jurisdictions. The IVS programme remained active in Cook Islands, Kiribati, Niue, Samoa, Solomon Islands, Tonga, Vanuatu, PNG, and FSM–Yap, with six-month reports delivered for participating countries. Timor-Leste commenced IVS implementation in Q4 2025, extending PTDI coverage to an additional member country.

IVS instruments were reviewed and updated for upcoming collection cycles to preserve methodological consistency and ensure comparability across countries. These refinements strengthened data quality and reinforced PTDI's standardised regional framework.

BCI and CAS implementation progressed under PTDI, with multiple 2024 reports completed during the year. These instruments provide structured measurement of private sector sentiment and community perceptions of tourism, broadening the scope of tourism intelligence beyond visitor statistics alone. Preparatory coordination for 2025 data collection cycles was also undertaken, ensuring continuity into 2026.

Building on this, BCI and CAS activities continued, with several 2024/25 reports completed and preparations underway for the next data collection cycles. At the regional level, SPTO also advanced quarterly and annual Visitor Arrival Reports, consolidating official arrival and visitor earnings statistics submitted by member countries to complement PTDI survey findings.

Click here for detailed IVS, BCI and CAS report completion status table.

Through PTDI implementation and consolidated regional reporting, SPTO sustained the Pacific's core tourism data architecture, ensuring the continued availability of reliable, standardised, and policy-relevant datasets.

3.2 Lead and Support the Implementation of the Pacific Sustainable Tourism Indicators Framework (PSTIF)

During the reporting period, significant progress was made in strengthening SPTO's regional tourism data systems through the PSTIF and Digital Marketing Indicators (DMI) framework. SPTO successfully compiled PSTI baseline data (2023) for Basic Indicators across all 18 member countries, with the master sheet fully updated to reflect the latest submissions. In addition, 2024 Basic PSTI data was collected across all members, forming the foundation for annual trend analysis. Preparations have also commenced for the next phase of data collection, with the 2024 Annual PSTI and Quarter 1, 2025 data request scheduled for dissemination to NTOs as part of the upcoming data validation process in April 2025.

Complementing this work, SPTO advanced its DMI database, collecting 2023 DMI baseline data for 12 countries and 2024 DMI data for 10 countries to date. These datasets contribute to a more consistent and comparable understanding of tourism performance, supporting evidence-based planning and reporting across the region.

3.3 Support countries and SPTO teams to develop surveys and gather feedback

SPTO designed and delivered over 25 customised surveys, supporting activities across SPTO's organisational divisions—Executive Office & Special Projects, Marketing, Sustainable Tourism, and Research & Statistics—as well as PTDI, MDF, NTOs, and National Statistics Offices (NSOs). Key contributions included the development of surveys for major regional initiatives such as the *Pacific Regional Yachting Strategy*, SPTE 2025–2026, Pacific Youth Forum and PSTLS, DEMA, and various capacity-building workshops held across the region, including in Kiribati, New Caledonia, and Tonga. Survey instruments were developed on SurveyMonkey and tailored to pre-event, post-training, evaluation, industry engagement, and stakeholder feedback needs.

In addition to supporting SPTO-led activities, the organisation provided technical assistance to member countries through the development and revision of IVS instruments. During the year, IVS questionnaires were reviewed and updated for Solomon Islands, Vanuatu, Samoa, Tonga, Kiribati, Niue, PNG, and FSM–Yap for the 2026 data collection cycle, while the Cook Islands IVS instrument was updated for the 2025–2026 cycle. SPTO also drafted and updated RMI's IVS questionnaire to support its planned launch in January 2026, including the integration of QR-code deployment at airport departure areas.

Further contributions included designing evaluation surveys for key SPTO workshops across the Research & Statistics, Marketing, and Sustainable Tourism divisions, including specialised events on Sustainable Gastronomy Tourism, Sustainable Tourism Development, and Tourism Research & Data Analytics. Support was also provided for organisational initiatives such as the Staff of the Year Award Survey and the SPTO Strategic Plan Monitoring Survey (2025–2029).

Click here for detailed surveys list developed in 2025.

External stakeholders included PACER Plus, MDF, and SPREP, who collaborated in the development of surveys by reviewing and providing feedback on the initial drafts. In addition, customised surveys were developed to support activities across various NTOs and NSOs, including those in American Samoa, Cook Islands, Fiji, French Polynesia, Kiribati, Nauru, New Caledonia, Niue, Samoa, Solomon Islands, Timor-Leste, Tonga, Tuvalu, Vanuatu, Wallis and Futuna, FSM, PNG, and RMI.

Collectively, these survey development activities enhanced SPTO's monitoring and evaluation capabilities, strengthened regional data systems, and ensured consistent and reliable feedback mechanisms across programmes, workshops, and stakeholder engagements.

Analysis

3.4 Support the Analysis of Visitor Demographic Data

In 2025, SPTO supported Member Countries through structured analysis and reporting of visitor demographic and behavioural data generated under the PTDI and regional visitor arrival reporting frameworks.

IVS six-month reports provided descriptive analysis of key visitor characteristics, such as age, gender, country of residence, purpose of visit, length of stay, travel party composition, and expenditure patterns. Each survey variable was analysed and presented independently to ensure clarity and accessibility for NTOs. While the IVS

framework enables deeper demographic cross-analysis, reporting in 2025 focused primarily on high-level descriptive outputs aligned with agreed reporting templates.

Targeted analytical breakdowns were conducted in response to specific country requests. PNG requested visitor expenditure analysis by purpose of visit, while the Cook Islands requested expenditure analysis by main source market. These customised outputs demonstrate the flexibility of PTDI datasets in addressing country-specific policy and marketing questions.

Regional Visitor Arrival Reports complemented IVS findings by presenting consolidated trend analysis of total visitor arrivals and visitor earnings across the Pacific, based on official national statistics. These reports highlight overall regional performance trends and shifts in source market composition.

Through PTDI analytical outputs and regional reporting, SPTO ensured that both survey-based and administrative tourism datasets were translated into structured, decision-ready insights. The Division maintained consistent reporting standards, responded to targeted data requests, and strengthened the regional evidence base supporting tourism planning, marketing, and sustainable development.

Insights and Reporting

3.6 Provide tourism dashboards and benchmarking tools

A Pacific Tourism Benchmarking Strategy was drafted using baseline datasets from PSTI (2023) and DMI (2023). The draft was peer-reviewed by technical experts from The Pacific Community (SPC) and the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), and subsequently presented to the SPTO Research & Statistics Board Sub-Committee in April 2025. Following the presentation, the Sub-Committee provided feedback on the benchmarking methodology and recommended next steps for refinement and circulation to all Member Countries.

Parallel to this work, SPTO enhanced the Digital Measurement Benchmarking Platform (DMBP). Initial consultations were held with Trove Tourism Development Advisors to

PHOTO: TOURISM FIJI | Bruce Southwick

PHOTO: WALLIS & FUTUNA TOURISM | Marine Revelhac

review usability issues and update dashboard features. System improvements were completed in June 2025, including updated access links. Following a competitive procurement process, Web Media South Pacific was selected to lead the full revamp of the DMBP platform. SPTO provided all required technical documents, data files, and front- and back-end access to support the redevelopment process. Ongoing engagement included discussions on dashboard visualisation, reporting structure, and the integration of updated PSTI and DMI datasets, including tier classifications for all 18 Member Countries.

To support the regional benchmarking rollout, SPTO conducted information and awareness sessions with NTOs. Invitations were shared with all 18 Member Countries, and meetings were held with nine NTOs, including Samoa, Cook Islands, Kiribati, RMI, New Caledonia, Niue, Solomon Islands, Tahiti, and Vanuatu. These discussions helped refine the benchmarking framework, validate country-level data, and ensure alignment with national reporting priorities.

Data compilation also advanced steadily, with PSTI baseline data collected for all 18 Member Countries and DMI baseline data collected for 10 countries. These datasets directly informed the benchmarking analysis and will underpin dashboards and reporting outputs hosted on the updated DMBP platform.

Support and Regional Coordination

3.8 Provide Capacity Building Workshops and Training for NTOs and NSOs

A major milestone was the successful delivery of the Regional PTDI Capacity-Building Workshop from 30 June to 2 July 2025 in Nadi, Fiji. Participants from 10 PTDI member countries and one observer country received training in Standard Operating Procedures (SOPs), SPSS, NVivo, and PTDI report writing. Country-specific side meetings were held to review survey timelines, address technical requirements, and coordinate the handover of software licences to national agencies. The workshop also launched the PTDI Research Champions Network, establishing a regional cohort to lead in-country analysis, mentoring, and long-term PTDI responsibilities.

Click here for a detailed breakdown of Capacity Building Initiatives in 2025.

Targeted follow-up support included one-on-one technical sessions, distribution of cleaned mock datasets, guided exercises, and structured readiness check-ins. SPTO also delivered an internal SPSS and NVivo training session on 2 July 2025 to upskill staff during a period of transition within the PTDI team.

In-country support was strengthened through a two-week intensive training hosted at SPTO for a representative from PNG, covering survey methodologies, data cleaning, analysis, and report compilation—further advancing PNG's capacity to implement national IVS and PTDI responsibilities. Virtual training programmes were also delivered for Vanuatu and Solomon Islands, with positive results documented in refresher training and impact assessment reports. Additional follow-up virtual training for the Tourism Solomon's Office in December focused on SPSS, NVivo, IVS report collaboration, and concurrent IVS instrument review.

SPTO further expanded its digital learning services with the development of NVivo Basic and Intermediate e-learning modules on the Tovuti platform. These modules underwent peer review and were officially uploaded, enabling Research Champions to complete them as part of ongoing professional development.

To complement PTDI and IVS capacity building, the Division facilitated a Research and Marketing Capacity-Building Workshop in Tonga, aligned with the October 2025 BOD meetings. Training sessions focused on designing national research plans, introducing SurveyMonkey for digital survey development, and strengthening collaboration between research and marketing teams. Practical exercises helped countries refine research priorities and improve the quality and consistency of their data collection practices.

Collectively, these capacity-building interventions significantly enhanced national statistical capability, strengthened data governance systems, and ensured that member countries are well prepared for the transition to nationally led research and data operations from 2026 onwards.

3.9 Deliver customized data services for members

In 2025, the Division facilitated 32 data requests from development partners, academic institutions, member countries, private sector stakeholders, and internal SPTO divisions. Support covered visitor arrival statistics, tourism earnings, IVS datasets, and sector-specific indicators. Member-focused services included the provision of 2024 visitor arrival statistics by source market, tourism accommodation data, updated visitor spend figures (2019–2024), and tourism GDP contributions for selected countries.

Technical assistance was also extended to NTOs and NSOs, including PNG, Nauru, Tonga, Samoa, Cook Islands, Solomon Islands, Vanuatu, and Fiji, to support analysis, reporting, and data validation, including the secure transfer of IVS raw datasets in line with existing data-sharing agreements.

Click here for a more detailed breakdown of all data requests in 2025.

In addition, two research officers from SPTO participated in the Fiji IVS instrument review at the MTCA on 11 March 2025. During the consultative session, they shared SPTO's PTDI data collection, management, and reporting processes, and provided feedback on the Fiji IVS questionnaire to enhance clarity, reduce bias, and strengthen response quality. The engagement reinforced collaboration and knowledge exchange on best practices in survey implementation and data management.

The breadth and diversity of data requests underscore SPTO's role as a central knowledge hub for Pacific tourism. Through timely responses, tailored datasets, and analytical support, SPTO ensured that members and stakeholders remained well informed and equipped to make strategic decisions, contributing to more resilient and data-driven tourism development across the region.

3.11 Support the establishment of the PTRI

SPTO made strong progress in strengthening regional collaboration for tourism research through its partnership with USP, which confirmed its full support for the Pacific Tourism Research Cooperation Framework (PTRCF) and the proposed establishment of the PTRI, recognising its value as a coordinated regional mechanism for knowledge generation and capacity development.

Following detailed discussions with the Head of Department and USP's tourism faculty, the university expressed its readiness to integrate existing research activities into the PTRCF and advance the development of the PTRI. An MOU was drafted to formalise the partnership and shared with USP for review, leading to its successful signing on 11 August.

Through this agreement, SPTO and USP have committed to jointly establishing and operationalising the PTRI, which will serve as a dedicated regional hub for research excellence, innovation, and evidence-based policy support. The institute will play a central role in strengthening tourism data systems, fostering applied research, and driving capacity-building initiatives that support sustainable, culturally grounded, and community-driven tourism development across the Pacific.

The partnership provides a strong institutional foundation for elevating tourism research in the region and cultivating the next generation of Pacific tourism professionals through collaborative research, training, and knowledge-sharing initiatives.

Conclusion

In 2025, the Research & Statistics Division demonstrated its critical role as the region's central hub for tourism data, analysis, and evidence-based decision-making. Through continued implementation of the PTDI, funded by the New Zealand Government, the advancement of regional indicator frameworks, and the delivery of targeted capacity-building programmes, the Division strengthened national and regional data systems while enhancing the analytical capabilities of member countries.

The Division's work not only supported informed policy and strategic planning but also reinforced the importance of reliable, comparable, and timely tourism data in driving sustainable development across the Pacific. As the region continues to navigate recovery and future growth, the Division remains committed to advancing innovation, deepening partnerships, and supporting the transition towards nationally led data systems.

Looking ahead, the establishment of the PTRI, along with continued investment in digital platforms and benchmarking tools, will further position SPTO at the forefront of tourism research and intelligence, ensuring that the Pacific tourism sector remains resilient, competitive, and guided by robust evidence.

PHOTO: TAHITI TOURISME | Grégoire Le Bacon

Finance & Operations Division

The Finance and Operations Division provides essential financial, administrative, and operational support to SPTO ensuring the Secretariat operates efficiently while maintaining strong financial governance and accountability. Throughout 2025, the Division continued to strengthen financial oversight, support key regional programmes and events, and ensure the effective management of SPTO's financial and operational systems.

MAJOR DIVISIONAL ACHIEVEMENTS FOR 2025

Finance and Procurement

In 2025, the Division maintained strong financial management processes to ensure transparency, accountability, and effective stewardship of SPTO's financial resources. Monthly financial reports were prepared and reviewed, including analysis of the general ledger, journal entries, bank reconciliations, and comparisons of budget versus actual expenditure to support effective financial monitoring and decision-making.

The Division also coordinated the development of the SPTO 2026 Budget and Annual Work Plan, working closely with all divisions to consolidate programme priorities and financial requirements for the upcoming year. These documents were prepared for management review and submission to the Finance Sub-Committee and Board of Directors for consideration and endorsement.

Procurement oversight was also maintained across the Secretariat to ensure that purchasing activities complied with SPTO's procurement policies and delivered value for money. In addition, the Division provided support for contract management, including the preparation, review, and administration of various agreements required for SPTO's programmes and partnerships.

Management of Donor-Funded Projects

The Finance and Operations Division successfully managed the financials for SPTO's key donor-funded projects in 2025, including Phase 2 of the Pacific Digital Transformation Project with NZMFAT, POLP with DFAT and SPREP, Gastronomy Tourism Project with UNWTO, RRA support, Community-Based Tourism Framework Toolkit with NZMT, and the PACER Plus Implementation Unit funds. This was achieved through strong financial governance, effective monitoring, and full compliance with donor requirements.

Key achievements included the delivery of timely financial reporting to management and donors, including monthly budget versus actual analysis; maintenance of accurate project accounting and reconciliations, ensuring transparency and audit readiness; and timely processing of project expenditures and acquittals, in compliance with donor agreements and financial guidelines.

The Division also played a critical role in supporting the final evaluation of the NZMFAT Digital Transformation Project, providing accurate financial data, reconciliations, and supporting documentation. This strong financial stewardship has enhanced SPTO's credibility with development partners and reinforces its capacity to effectively manage donor-funded programmes.

Payment Processing and Acquittals

The Finance Team continued to ensure the timely processing of supplier payments, staff entitlements, perdiems/allowances, and project-related expenditures throughout the year. Payroll was processed on a fortnightly and monthly basis, ensuring staff salaries and statutory deductions were administered in accordance with the laws of Fiji.

Regular reconciliations and financial acquittals were undertaken to maintain the accuracy and reliability of SPTO's financial records. Statutory obligations, including FNPF contributions, PAYE, and provisional tax payments, were also remitted on time, ensuring compliance with regulatory requirements.

Management of Offshore Tax Compliance Issues

In 2025, the Division actively managed a significant tax and compliance matter relating to offshore service payments, particularly the treatment of Non-Resident Withholding Tax (NRWHT) and VAT Reverse Charge (VRC) on international consultant invoices. This issue presented a major challenge for the Finance Team, as delays in obtaining tax clearances affected the timely processing of payments and had the potential to disrupt programme implementation. In response, SPTO engaged directly with the Permanent Secretary for the MTCA, Fiji, and submitted a formal request for the Ministry's assistance in addressing the matter through SPTO's inclusion under Schedule 6 of the Diplomatic Privileges and Immunities Act 1971. The Division's handling of this matter reflected strong compliance leadership and a proactive effort to reduce operational risk, contain additional costs, and protect SPTO's ability to deliver regional initiatives effectively.

Management of Offshore Tax Compliance Issues

Government membership contributions remain an important source of revenue for SPTO and play a critical role in supporting its operations and regional programmes. During the reporting period, membership invoices were issued to all Member Countries and follow-up engagement was undertaken to facilitate timely payments.

18 of 21 Member Countries successfully settled their contributions for 2025 while the Secretariat continues to engage other members to secure outstanding contributions.

Development of the Finance Strategy

A key strategic priority during the year was the development of the SPTO Finance Strategy 2026–2030, which will guide the organisation's financial sustainability and strengthen its financial management framework. The strategy was endorsed at the October COTM's meeting in Vava'u, Tonga.

Following a competitive procurement process, Grant Thornton was engaged to support the development of the strategy. Consultations were undertaken with SPTO

PHOTO: TOURISM SOLOMONS | Jonathan Irish

PHOTO: NEW CALEDONIA TOURISM | Stéphane Ducandas

management and regional stakeholders to identify priorities and opportunities for strengthening financial governance and diversifying revenue sources. The strategy provides a clear roadmap for strengthening SPTO's financial resilience and supporting the implementation of its Strategic Plan.

Strategic Resource Mobilisation – China Funding Proposal

During the year, the Finance and Operations Manager developed a multi-year funding proposal to the Government of the People's Republic of China. The proposal outlines a comprehensive programme aimed at strengthening tourism development initiatives, regional marketing, and capacity-building support across SPTO Member Countries. This initiative is a significant step in SPTO's efforts to diversify funding sources and mobilise additional resources to support regional tourism development.

Audits

SPTO's annual audit was successfully conducted during the reporting period, reaffirming the organisation's commitment to transparency and financial accountability. The Finance Team prepared and submitted all required financial schedules, reconciliations, and supporting documentation to the external auditors for all the audits during the year.

SPTO received unqualified audit opinions for the following financial audits:

- SPTO Core Financial Statements for the year ending 31 December 2024
- Pacific Digital Transformation Project- Phase 2 (2024–2025) funded by NZMFAT
- UNWTO Gastronomy Tourism Project

The receipt of unqualified audit opinions for all three audits confirms that SPTO's financial statements were fairly presented and prepared in accordance with applicable accounting standards. This outcome reflects the organisation's strong financial management practices and continued adherence to sound governance and internal control systems.

Management of SPTO's Internal ICT System and Fixed Asset Register

SPTO's annual audit was successfully conducted during the reporting period, Routine monitoring and updates of the fixed asset register were undertaken throughout the year to ensure that all organisational assets were properly recorded, maintained, and accounted for. As part of SPTO's ongoing efforts to strengthen its internal systems and maintain operational efficiency, several key upgrades and replacements were carried out during the reporting period. These included the implementation of Starlink internet services to enhance internet connectivity and provide a more reliable communication infrastructure for the Secretariat. In addition, aging office air-conditioning units were replaced to improve the working environment and ensure the efficient operation of office facilities. The Division also continued the routine replacement and upgrading of staff laptops and ICT equipment to ensure that staff have access to reliable and up-to-date technology to support their work.

Operations and Other Corporate Services

The Finance and Operations Division continued to provide operational coordination and corporate support services to ensure the effective functioning of the SPTO Secretariat. During the reporting period, the Division played an important role in supporting SPTO governance processes, including the BOD and COTM Meetings held in Tonga in October 2025. This included coordinating logistical arrangements and facilitating the charter flight to Vava'u for Board Members and Ministers to ensure their participation in the meetings.

The Division also supported organisational governance processes through the coordination of Finance Sub-Committee meetings, where key financial and governance matters were reviewed and discussed in preparation for Board consideration. In addition, the Division led the development and management of contractual arrangements and oversaw the processing and administration of all related payments in support of the RRA.

Operational responsibilities also included oversight of office facilities and vehicle maintenance, ensuring that SPTO's office vehicle was properly serviced and available for official duties.

Beyond operational coordination, the Division delivered a range of corporate services across the organisation. This included insurance management, ensuring that organisational insurance policies were maintained and renewed to safeguard SPTO's assets and staff welfare. In addition, the Division provided recruitment support to other divisions, assisting with the preparation and coordination of recruitment processes and the onboarding of new staff.

Conclusion

Overall, the Finance and Operations Division continued to strengthen SPTO's financial management systems and operational support throughout 2025. Through effective financial oversight, strengthened governance processes, and continued improvements to internal systems, the Division ensured that SPTO maintained strong accountability and operational efficiency.

PHOTO: VANUATU TOURISM OFFICE | David Kirkland

Financial Statements

PACIFIC TOURISM ORGANISATION
SPECIAL PURPOSE FINANCIAL STATEMENTS
31 DECEMBER 2025

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REPORT ON THE SPECIAL PURPOSE FINANCIAL STATEMENTS

In accordance with a resolution of the Board of Directors, we herewith submit the balance sheet of the organisation as at 31 December 2025, and the related income statement and cash flow statement for the year then ended and report as follows:

1. Directors

The following were directors of the organisation from all member countries at any time during the financial year and up to the date of this report:

- Kiribati - Ms. Reeti Onorio
- American Samoa - Ms. Taimalelagi Minnie Tuia
- Cook Islands - Ms. Karla Eggelton
- China - Mr. Jin Liang
- Fiji - Ms. Salaseini Daunabuna
- French Polynesia - Ms. Vaihere Lissant
- New Caledonia - Ms. Julie Laronde
- Federal States of Micronesia - Mr. Bermance Aldis
- Nauru - Mr. Cramer Cain
- Niue - Ms. Micah Fuhiniu–Viviani
- Papua New Guinea - Mr. Eric Mossman Uvovo
- Republic of the Marshall Islands - Mr. Francis Carlos Domnick
- Samoa - Mr. Kitiona Pog
- Solomon Islands - Mr. Dagnal Dereveke
- Timor Leste – Mr. Antonio Da Silva
- Tonga - Mr. Fotuika Vailea
- Tuvalu - Ms. Tepola Esekia Mitilelei
- Tokelau - Ms. Asifangalua Pasilio
- Vanuatu - Ms. Adela Issachar Aru (Chairperson)
- Wallis & Futuna - Ms. Marion Kualoa

Private Sector Representatives include the following:

- Fiji Hotel and Tourism Association - Mr. James McCann
- My Tahiti Escapes - Ms. Teura Marea Raimbault
- Fiji Airways - Mr. Kameli Batiweti
- Vanuatu Hotels and Resorts - Ms. Rashmi Tulsiani

2. Principal activity

The principal activity of the organisation is to promote and develop the tourism industry in the Pacific and foster regional co-operation between the member countries, the tourism operators and the private sector. During the year ended 31 December 2025 there has been no material change in the nature of the organisation's activities or in the classes of activities in which the organisation has an interest.

3. Operating results

The deficit of income over expenditure for the financial year was $120,122 (2024: deficit of income over expenditure of $6,600).

4. Reserves

No transfers to reserves were recommended by the directors in respect of the year ended 31 December 2025.

5. Provisions

There were no material movements in provisions during the year apart from normal amounts set aside for items such as doubtful debts, depreciation and annual leave.

6. Bad and doubtful debts

We have taken reasonable steps before the organisation's financial statements were made out to ascertain that all known bad debts were written off and adequate provision was made for doubtful debts. At the date of this report, we are not aware of any circumstances which would render the amount written off for bad debts, or the amount of the provision for doubtful debts, inadequate to any substantial extent.

7. Current assets

We took reasonable steps before the special purpose financial statements were made out to ascertain that the current assets of the organisation were shown in the accounting records of the organisation at a value equal to or below the value that would be expected to be realised in the ordinary course of business.

At the date of this report, we are not aware of any circumstances which would render the values attributable to the current assets in the organisation's special purpose financial statements misleading.

8. Basis of accounting

We believe that the basis of preparation of the special purpose financial statements is appropriate and the organisation will be able to continue its operations for at least 12 months from the date of this statement. Accordingly, we believe the classification and carrying amounts of the assets and liabilities as stated in these special purpose financial statements to be appropriate.

9. Other circumstances

At the date of this report, we are not aware of any circumstances not otherwise dealt with in this report or special purpose financial statements which would render any amounts stated in the special purpose financial statements misleading.

10. Unusual transactions

The results of the organisation's operations during the financial year have not in the opinion of the directors been substantially affected by any item, transaction or event of a material and unusual nature other than those disclosed in the special purpose financial statements.

REPORT ON THE SPECIAL PURPOSE FINANCIAL STATEMENTS — Continued

11. Events subsequent to balance date

No charge on the assets of the organisation has arisen since the end of the financial year to the date of this report to secure the liabilities of any other person.

No contingent liability has arisen since the end of the financial year to the date of this report.

No contingent or other liability has become enforceable or is likely to become enforceable within a period of twelve months after the end of the financial year which, in the opinion of the directors, will or may affect the ability of the organisation to meet its obligations as and when they fall due.

12. Directors benefits

No director of the organisation has, since the end of the previous financial year, received or become entitled to receive a benefit (other than a benefit included in the total amount of emoluments received or due and receivable by directors as shown in the organisation's special purpose financial statements) by reason of a contract made by the organisation or related corporation with the director or with a firm of which he is a member, or with an organisation in which he has substantial financial interest.

Dated 23rd day of April, 2026.

For and on the behalf of the Board

Chief Executive Officer

Chairperson

APPROVAL OF THE SPECIAL PURPOSE FINANCIAL STATEMENTS

In the opinion of the Directors, the special purpose financial statements set out on pages 8 to 16 are drawn up so as to give a true and fair view of the state of affairs of the Pacific Tourism Organisation as at 31 December 2025 and of its results and cash flows for the year ended on that date.

The Directors and Management believe the basis of preparation of the special purpose financial statements and the classification and carrying amounts of assets and liabilities as stated in these special purpose financial statements are appropriate.

The special purpose financial statements are approved in accordance with a resolution of the directors this 23rd day of April, 2026.

For and on behalf of the Board

Chief Executive Officer

Chairperson

Independent Auditor's Report

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To the members of Pacific Tourism Organisation

Report on the special purpose financial statements

Opinion

We have audited the accompanying special purpose financial statements (referred hereafter as "financial statements") of the Pacific Tourism Organisation (the 'Organisation'), which comprise the balance sheet of the Organisation as at 31 December 2025, and the income statement, cash flow statement for the year then ended, and notes to the financial statements, including a summary of material accounting policies.

In our opinion, the accompanying financial statements are prepared, in all material respects, in accordance with the accounting policies as described in Note 1 to the financial statements.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Organisation in accordance with the ethical requirements of the International Ethics Standards Board for Accountant's Code of Ethics for Professional Accountants (IESBA Code) that are relevant to our audit of the financial statements in Fiji, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

Emphasis of Matter – Basis of accounting

We draw attention to Note 1 to the financial statements, which describes the basis of accounting. The financial statements are prepared in accordance with the accounting policies described in Note 1 to the financial statements. As a result, the financial statements may not be suitable for another purpose. Our opinion is not modified in respect to this matter.

Other Information

Management is responsible for the other information. The other information comprises the information included in the Directors' Report on the Special Purpose Financial Statements but does not include the special purpose financial statements and our auditor's report thereon.

Our opinion on the special purpose financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the special purpose financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the special purpose financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Directors and Management for the Financial Statements

The Directors and Managements are responsible for the preparation of the financial statements in accordance with the accounting policies as described in Note 1 to the financial statements, for determining that the basis of preparation is acceptable in the circumstances, and for such internal control as the Directors and Management determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors and Management are responsible for assessing the Organisation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors and Management either intends to liquidate the Organisation or to cease operations, or has no realistic alternative but to do so.

The Directors and Management are responsible for overseeing the Organisation's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organisation's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors and Management.

- Conclude on the appropriateness of Directors and Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organisation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organisation to cease to continue as a going concern.

We communicate with the Directors and Management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Restriction on Use

This report is made solely to the Organisation's members. Our audit work has been undertaken so that we might state to the Organisation's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Organisation and the Organisation's members for our audit work, for this report, or for the opinions we have formed.

Grant Thornton
Chartered Accountants

Paritosh Deo
Partner
23 April 2026
Suva, Fiji

INCOME STATEMENT

	Note	2025 $	2024 $
Income			
Members' contributions		1,325,269	1,309,647
PRC donation		358,698	333,111
Activity income		1,271,260	478,500
Other income	8	401,693	475,742
Total Income		3,356,920	2,597,000
Expenditure			
Depreciation		19,188	31,646
Doubtful debts expense		54,359	39,300
Activity costs	9	1,820,015	894,986
Salary and other staff costs		995,356	1,004,186
Administration and other operational costs		588,124	633,482
Total expenditure		3,477,042	2,603,600
(Deficit)/Surplus for the year		$(120,122)	$(6,600)

The above income statement should be read in conjunction with the accompanying notes.

BALANCE SHEET

	Notes	2025 $	2024 $
ASSETS			
Current assets			
Cash and cash equivalents	2	1,124,356	958,246
Government membership fees in arrears	3	90,975	75,375
Other debtors and prepayments	4	315,341	337,689
Total current assets		1,530,672	1,371,310
Non-current asset			
Term Deposits		515,262	497,609
Plant and equipment	5	35,519	31,417
		550,781	529,026
Total assets		2,081,453	1,900,336
EQUITY			
Accumulated funds	7	1,337,801	1,457,923
Total equity		1,337,801	1,457,923
LIABILITIES			
Current liabilities			
Creditors and accruals		274,668	218,136
Related party payable		1,830	4,158
Total current liabilities		276,498	222,294
Non-current liabilities			
Donor grant – deferred income	6	467,154	220,119
Total non-current liabilities		467,154	220,119
Total liabilities		743,652	442,413
Total reserves and liabilities		$ 2,081,453	$ 1,900,336

The balance sheet should be read in conjunction with the accompanying notes.

These special purpose financial statements are approved in accordance with a resolution of the Board of Directors.

For and on behalf of the Board of Directors.

Chief Executive Officer

Chairperson

CASH FLOW STATEMENT

	Notes	2025 $	2024 $
Cash flows from operating activities			
Receipts from member countries		1,325,269	1,309,647
Receipts from donor funded workshops/conferences		180,750	317,698
Payments to suppliers and employees		(1,334,001)	(1,463,916)
Net cash from operating activities		172,018	163,429
Cash flows from investing activities			
Interest from term deposits		17,653	20,839
Purchase of plant and equipment		(23,561)	(11,644)
Net cash used in investing activities		(5,908)	(9,195)
Net increase/(decrease) in cash		166,110	172,624
Cash and cash equivalents at the beginning of the year		958,246	785,622
Cash and cash equivalents at the end of the year	2	$1,124,356	$958,246

The cash flow statement should be read in conjunction with the accompanying notes.

NOTES TO AND FORMING PART OF THE SPECIAL PURPOSE FINANCIAL STATEMENTS

1. Summary of Significant Accounting Policies

Set out below is a summary of the significant accounting policies adopted by the organisation in the preparation of the special purpose financial statements. These policies have been consistently applied by the organisation except where otherwise stated.

(a) Basis of accounting

TThese financial statements are Special Purpose Financial Statements ('financial statements') and it reflects the activities of SPTO's Main and Revenue Accounts. The special purpose financial statements have been prepared in accordance with the accounting policies described below. They have been prepared on the basis of historical costs and except where specifically stated, do not take into account current valuations of non-current assets.

(b) Plant and equipment

Property, plant and equipment are stated at historical cost less depreciation. Historical cost includes all expenditures that are directly attributable to the acquisition of the asset.

Plant and equipment acquired through the various projects undertaken by the organisation and which are funded by donors are capitalised as the organisation's assets at the Board's valuation.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the organisation and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

(c) Depreciation

Depreciation is calculated on a straight-line basis so as to write off the cost of each asset over its estimated useful life.

The depreciation rates in use are:

Furniture, Fittings & Equipment	20.0%
Computer Equipment	33.3%
Motor Vehicle	20.0%

(d)Donor grants

Grants from governments and other donors are recognised at their fair value when there is a reasonable assurance that the grant will be received, and the organisation will comply with all attached conditions.

Grants relating to costs are deferred and recognised in the income statement over the period necessary to match them with the costs that they are intended to compensate.

Grants relating to the purchase or acquisition of property, plant and equipment are included in liabilities as deferred revenue and are credited to the income statement on a straight-line basis over the expected lives of the related assets.

(e) Foreign currency

All amounts in foreign currencies at balance date are translated to Fijian dollars at the rates of exchange prevailing at year end. All transactions during the year denominated in foreign currencies are translated at rates prevailing at the transaction date.

Exchange differences are brought to account in determining the results for the year.

(f) Employee entitlements

The amounts expected to be paid to employees for their pro-rata entitlements for annual leave are accrued annually at current wage rates.

(g)Reporting currency

The special purpose financial statements are presented in Fijian dollars, which is the functional and presentation currency of the organisation.

(h) Revenue recognition

Subscription income is brought to account on an accrual basis. Any subscriptions received in advance are carried forward in the balance sheet under current liabilities. Subscriptions in arrears are taken up as receivables.

(i) Cash and cash equivalents

Cash and cash equivalents include cash on hand, demand deposits and other short-term highly liquid investments with original maturities of three months or less.

(j) Comparative figures

Where necessary, comparative figures have been changed to conform to changes in presentation in the current year.

2. Cash and Cash Equivalents

Cash and cash equivalents comprise of:

	2025	2024
	$	$
Cash on hand	400	400
Cash at bank	1,123,956	957,846
	$ 1,124,3566	$ 958,246

3. Government membership fees in arrears

Fees in arrears	232,575	177,675
Less: Provision for doubtful debts	(141,600)	(102,300)
	$ 90,975	$ 75,375

4. Other debtors and prepayments

Other debtors and prepayments	338,139	338,139
Less: Provision for doubtful debts	(450)	(450)
	$ 337,689	$ 337,689

5. Plant and equipment

(a) Plant and equipment are included on the following bases:

	2025 $	2024 $
Furniture, fittings and equipment		
• at Board's valuation	3,031	3,031
• at cost	56,584	53,199
	59,615	56,230
Less: Accumulated depreciation	(44,439)	(38,711)
	15,176	17,519
Computer equipment		
• at Board's valuation	67,768	77,330
• at cost	147,027	137,116
	214,795	214,446
Less: Accumulated depreciation	(194,452)	(200,548)
	20,343	13,898
Motor vehicle		
• at Board's valuation	36,768	36,768
• at cost	-	-
	36,768	36,768
Less: Accumulated depreciation	(36,768)	(36,768)
	-	-
Total plant and equipment		
• at Board's valuation	107,567	117,129
• at cost	203,611	190,315
	311,178	307,444
Less: Accumulated depreciation	(275,659)	(276,026)
	$ 35,519	$ 31,417

(b) The depreciation policy adopted is set out in note 1(c).

(c) The organisation also acquires plant and equipment through the various projects undertaken and which are funded by donors. In accordance with note 1(b), these assets are capitalised in the organisation's special purpose financial statements at values recommended by the Board based on costs incurred by the donors to acquire these items.

(d) Reconciliation of plant and equipment

	Furniture, Fitting & Equipment	Computer Equipment	Motor Vehicle	Total
	$	$	$	$
Carrying amount as at 31 December 2024	17,519	13,898	-	31,417
Additions	3,385	20,176	-	23,561
Disposals	-	(271)	-	(271)
Depreciation	(5,729)	(13,459)	-	(19,188)
Carrying amount as at 31 December 2025	$ 15,175	$ 20,344	-	$ 35,519

6. Donor grant – deferred income

	2025	2024
	$	$
Opening balance	220,119	530,788
Add: Grant received during the year (at Board's valuation)		
: Community-based project	-	77,782
: Pacific Ocean Litter Project	212,637	86,905
: SPTE Programme	74,678	44,750
: NZ Maori Tourism	134,095	
: UN Gastronomy	44,624	
Add: Donated Assets	-	-
Less: Amortization on donated assets	(9,562)	(14,383)
Less: Transfer to other income during the year	-	-
	$ 467,154	$ 220,119

7. Accumulated funds

The accumulated funds is reconciled as follows:

Opening balance – 1 January	1,464,523	1,464,523
(Deficit) / Surplus in income over expenditure for the year	(120,122)	(6,600)
Add: Other adjustments	-	-
Closing balance – 31 December	$ 1,337,801	$ 1,457,923

8. Other Income

Exchange Gains/(Losses)	(59,138)	24,217
Interest Income	13,850	5,159
Other Income	134,541	148,770
Program Management Fee	312,440	297,596
	$ 401,693	$ 475,742

9. Activity Costs

Project Activity Costs	784,736	103,218
Marketing Events/Activities	815,927	634,922
Other Core/Project Activities	815,927	156,846
	$ 1,820,015	$ 894,986

10. Income taxes

The organisation is exempt from income taxes in accordance with the Second Schedule of the Diplomatic Privileges and Immunities Act, 1971.

11. Principal activity

The principal activity of the organisation is to promote and develop the tourism industry in the South Pacific and foster regional co-operation between the member countries, private sector and the tourism operators.

The organisation's registered office is situated on level 3, FNPF Place, Victoria Parade in Suva.

12. Commitments and contingent liabilities

(a) There were no commitments as at 31 December 2025 (2024: $Nil).

(b) There were no contingent liabilities as at 31 December 2025 (2024: $Nil).

13. Employee entitlements

	2025	2024
Provision for annual leave	$ 78,310	$ 67,517
Average number of employees during the financial year	14	15

14.Events subsequent to balance date

No charge on the assets of the organisation has arisen since the end of the financial year to the date of this report to secure the liabilities of any other person.

No contingent liability has arisen since the end of the financial year to the date of this report.

No contingent or other liability has become enforceable or is likely to become enforceable within a period of twelve months after the end of the financial year which, in the opinion of the directors, will or may affect the ability of the organisation to meet its obligations as and when they fall due.

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