

Working Paper 2

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FAME Performance Review

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Pacific
Community
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11th SPC Heads of fisheries Meeting, 11–15 March 2019, Noumea, New Caledonia
11^e Conférence des Directeurs des pêches de la CPS, 11–15 mars 2019, Nouméa, Nouvelle-Calédonie



FAME Performance Review

Key points for HOF

1. SPC thanks all those who participated in the review for generously making time available to the independent reviewers, particularly among the six member countries who were visited.
2. HOF are invited to note and comment on:
 - The review results and recommendations
 - FAME progress towards implementing actions in response to the review.

Review summary

3. The Performance Improvement Framework (PIF) critically assessed FAME Division's current state and its fitness-for-purpose for the future. The review was undertaken by independent consultants, CIRCA, from March-August 2017. During this time a total of 72 SPC staff members were interviewed (63 from FAME, 9 other SPC), along with 81 stakeholders. Six PICTs were visited.
4. The review found that FAME has a clearly articulated strategic direction through its current Business Plan and Results Report, which reports against the key Divisional objectives. The review also found FAME to be very successful in delivering against all the identified Divisional objectives. Overall, FAME was found to be an effective and efficient Division, with FAME staff being committed to the Division's vision and having a strong work ethic. FAME has built relationships of trust and confidence with its member countries and has an excellent reputation regarding technical assistance and service delivery. FAME was found to be working well with many NGO's, having collegial and collaborative working relationships with several regional organisations and strong relationships with donor partners.

Review recommendations

5. Overall FAME was found to be responding well to current priorities and challenges in the region, however, FAME's ability to respond to future challenges and priorities was less clear. The review identified 15 recommendations designed to ensure FAME's fitness for purpose into the future.
6. The full review report is available under the 'informal document' tab on the meeting [website](#).
7. In February 2018, FAME identified 49 key actions for 2018-19 to implement review recommendations in consultation with management and staff. Table 1 outlines each recommendation and a summary of corresponding actions.

- By June 2018, FAME had implemented 13 of these actions, started implementing 25 and had not started on 10 actions.
- By December 2018, implementation increased to 22 actions implemented, 23 started and four not started.

Figure 1: FAME review implementation status - as at December 2018

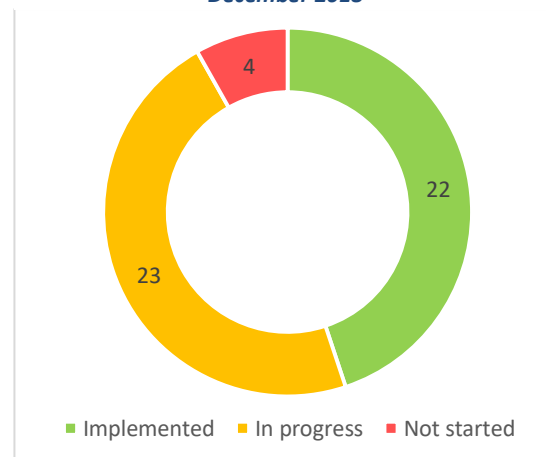


Table 1: FAME review recommendations and identified actions for 2018-19 to implement recommendations

Recommendations	2018-19 Implementation Plan	Key actions taken 2018-19	Status as at June 2018	Status as at Dec 2018
Core business				
1. Area of excellence: That SPC continues to support FAME as an area of excellence in fisheries science and management, sustainable development and innovation.	Ongoing contribution to PCCOS	Cross-SPC collaboration. Consultancy completed in 2018. Implementation plan established 2019	Ongoing	Ongoing
	Develop CFP's leadership role in coastal fisheries science	Formalising and convening regional governance arrangements for Coastal Fisheries	In development	In development
	Establish Chief Fisheries Scientist position	Funding secured for Chief Fisheries Scientist position at 60% FTE beginning July 2019	In development	In development
2. OFP science – innovation and staffing: That OFP are provided with adequate resources to enable scientists to be innovative and explore and develop new models for stock assessments. Mechanisms should be developed to ensure the OFP continues to attract and retain high-level scientists, including maintaining flexibility in the use of long-term consultants	Identify and communicate with WCPFC members the manageable workload to provide space for model development and improvement	Issue raised at Pre-Assessment Workshop and WCPFC Scientific Committee in 2018. Will continue to work with members	In development	Ongoing
	Work with HR on identification of skills, strategies and appropriate incentives to attract and retain scientists at all levels	Strategies have included advertising each role at two levels (senior and regular) and more flexibility	Not started	In development
	Develop closer links with key universities and alumni networks of current staff	Opportunities and linkages developed, including with new institutions and internship programmes	In development	In development
3. New technologies: That FAME continue to invest in new technology in data collection, reporting and information management	Develop five year plan for technology development, consolidation and support		Not started	Not started
	Better collaboration between OFP and CFP to strengthen use of Tails and other e-reporting	CFP to utilise Tails and continue other tools	In development	In development
	Developing standards and minimum data set for coastal fisheries	RTMCF in 2017 included regional data standards	In development	In development
4. CFP strategy: That FAME's current structure be maintained and ... a strategic planning process for CFP should be implemented and include:	Strategic planning for CFP	Strategic planning workshop held with CFP in 2018	Ongoing	Ongoing
a. A greater focus on leadership in coastal fisheries including: building innovation and collaboration and developing a long-term approach to advising countries in the collection of data	Utilise Regional Technical Meeting of Coastal Fisheries as forum for coordinated support to countries in innovation, collaboration and data collection.	Two RTMCFs held (2017 & 2018). First focussed on data collection and data management	In development	Ongoing
b. An increase in the allocation of resources for effective coastal fisheries science and management.	Emphasis on developing coordination role and setting strategic research agenda		In development	In development
	Analysis of current budget and identification of key gaps	PEUMP funding (EU) to make significant contribution for coastal science & management. Additional targeted funding needed to fill gaps	In development	In development
c. The strengthening of economic analysis of aquaculture projects ... likely that an additional	Identify best use of economist's time, and resource mobilisation for added support for data collection / data management	Economist position now reports to Deputy Director Coastal Fisheries to work across all CFP	In development	In development

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economist position in FAME will be required to develop this approach.	Economic studies to promote viable aqua for commercial and subsistence objectives		Not started	Ongoing
d. That the evidence related to aquaculture projects be strengthened along with a communication strategy to highlight success.	Improve production and other data	Two projects to progress these areas - enterprise assistance (MFAT-funded), and aquaculture business strategic development (FAO-funded MASA project for Micronesia)	In development	Ongoing
	Evidence on social and nutritional value of subsistence aquaculture		In development	In development
	Promote success stories as well as failures		In development	Ongoing
	Explore role of government and private sector, strengthen private sector involvement		In development	In development
e. That the NFDS is supported to address the identified gap in the post-harvest aspect	Resource mobilisation for increased staff resources		In development	In development
	Increase focus on other uses of marine resources (sport fishing, ecotourism), fair returns, village level value adding, women's access to benefits	Decision to refocus 'Nearshore Fisheries Development' section to "Sustainable Livelihoods" unit.	Not started	In development
f. The establishment of a Coastal Fisheries Working Group and sub-regional networks.	Coastal Fisheries Working group to be established	Established in 2017 - meets twice per year	Done	Done
5. Planning with members: That FAME establishes more formal collaborative planning approaches with member countries in both oceanic and coastal fisheries	CFP to undertake more strategic role	Gain support at HoF level for regional approach	Not started	In development
	Establish annual Regional Technical meeting for Coastal Fisheries - secure donor support	Funding secured for a second RTMCF in 2018 (DFAT)	Not started	Done
	Identify risk of ongoing support for project-funded positions doing 'core work' with members		Not started	Not started
6. That FAME should assess the viability of locating a generalist staff member in three sub-regional locations by utilising the process set out in the SPC position paper on establishing country presence.	Broader analysis by SPC indicates generalist position may not be preferable	NA	Done	Done
	Explore options for project specific staff where appropriate		Not started	In development
7. Information: That FAME continues to resource the Information Section including development of new approaches and technologies to ensure information and resources are reaching a wide range of stakeholders.	Continue as advised	NA	Ongoing	Ongoing
Leadership and governance				
8. Succession planning: That the FAME Divisional Director works with Deputy Directors to develop a succession plan for senior leadership positions to ensure continuity of expertise and corporate knowledge in the Division.	Joint exercise with HR: Identify key positions/skills, develop succession plans. Model (when developed) could be used by member countries facing the same issues	Succession plan implemented for Deputy Director Coastal Fisheries. In development for Deputy Director Oceanic Fisheries	In development	Ongoing
9. PMEL - FAME continues with the development and implementation of planning, monitoring and reporting frameworks to measure outcomes against Divisional and SPC objectives and that consideration be given to expansion MEL in FAME.	Continued strengthening / development of FAME PMEL systems and processes		Ongoing	Ongoing
	Increase FAME MEL staff resources	New FAME MEL Officer position recruited 2018	Done	Done

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Collaboration and communication				
10. CFP/OFP forum: That FAME implements a regular joint CFP and OFP forum, to enhance communication and collaboration.	Monthly CFP-OFP forum established	Three CFP-OFP forums held in 2018, not yet regular	In development	In development
	Senior Management Team (SMT) monthly meetings	SMT meetings monthly	Ongoing	Ongoing
11. Working with other Divisions: That FAME SMT collaborates with other SPC Divisions to develop funding opportunities and projects where there are shared objectives and the work contributes to SPC wide goals.	Showcase past and existing collaborations	Examples included in SPC Annual Results Report and on SPC blog / website	Ongoing	Ongoing
	Work with corporate SPC to address challenges		Ongoing	Ongoing
	Pilot a project that incorporates a range of Divisions	Pilot project on Methyl mercury project in progress	Not started	In development
12. NGOs & other partners: That FAME demonstrates collaboration and continues to build strong relationships with stakeholders, including partnerships with NGOs and non-traditional partners.	Stakeholder mapping for community-based management		In development	In development
	Develop MOUs with collaborating organisations	MOUs or Letters of Agreements (LOAs) established with key development and industry partners	In development	Ongoing
	Identifying partners we currently work with and strengths/weaknesses	Developed & piloted a partnership assessment tool to look at strengths and weaknesses of partnerships	Not started	Ongoing
	PCCOS development		In development	In development
13. Communications: That a Communication Manager/Officer role be established within FAME.	Volunteer position recruited in Oct 2017	Position has since ended	Done	Done
	Develop FAME Communications Strategy	Communications Strategy drafted	In development	In development
	Capacity building for FAME staff		Not started	Not started
	Find dedicated funding for Comms Officer	Funding secured for a short-term communications position (ACIAR-funding). Long-term funding gap	In development	Done
14. FAME Website: That resources are allocated to the continued provision of high quality information and the maintenance and improvement of the FAME website.	Website stocktake	FAME website currently under review	In development	In development
	Website development and updating 2018		In development	In development
	Further cost recovery of Information Sections' services in projects	Costings built into new projects	Ongoing	Ongoing
People development				
15. PDS: That FAME consistently utilises the PDS to manage staff performance and address poor performance.	SPC processes to address consistency		In development	In development
	Pending the above, identify systems / solutions to address within FAME	NA	Not started	Not started