

Working Paper 3

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FAME Business Plan update

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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 Business Plan update

Key points for HoF10

1. At the 10th Heads of Fisheries meeting in March 2017, members, partners and stakeholders were asked to provide feedback on the draft FAME Business Plan (HoF10, Working Paper 1).
2. This paper outlines the changes made to the FAME Business Plan as a result of this feedback along with the results of the *Performance Review of the Fisheries, Aquaculture and Marine Ecosystems Division of SPC*¹.
3. The FAME Business Plan is intended to be a 'living document' that undergoes periodic review to ensure it remains relevant and effective in guiding the implementation of FAME's work. HoF and other stakeholders are invited to note and make comment on the Business Plan both during the HoF11 session, and outside of session.

Revisions made to the FAME Business Plan

4. HoF10 supported the change from the FAME Strategic Plan to the FAME Business Plan to align with overall SPC Strategic Planning processes. Group feedback was provided to inform additional changes to the draft FAME Business Plan presented, and these along with the results from FAME Review have led to the key changes outlined in this paper.
5. Table 1 summarises the main changes. This is followed by pages 7-9 and 14-15 of the FAME Business Plan which are those sections where these changes have been made, including track changes to highlight revisions.
6. A full copy of the updated FAME Business Plan will be available on the HoF11 meeting webpage under 'Informal documents'.

¹ CIRCA, 2017, 'Performance Review of the Fisheries, Aquaculture and Marine Ecosystems Division of SPC', Available online: <http://www.spc.int/DigitalLibrary/Get/7shzr>

Table 1: Summary of key revisions made to the updated FAME Business Plan due to HoF10 and Review feedback

Revision to Business Plan	HoF10 feedback	FAME Review recommendation
Overall changes		
The Business Plan time period was revised to align with the SPC Strategic Plan (2016-2020), noting that it will be reviewed periodically	Business plan is only 2 years 2016-2018 but the SPC Strategic Plan 2016-2020 (<i>Breakout group - Melanesia</i>)	
Revisions were made to highlight links to regional strategies in sections on 'Regional priorities', 'Other international instruments' and 'Management arrangements'	Improve linkages with relevant regional strategies, including Regional Roadmap for Sustainable Pacific Fisheries and MSG Roadmap (<i>3 groups – Melanesia, Polynesia, Donors</i>)	
A results framework now guides the results reporting against the FAME Business Plan. See WP4	Information on the quality and effectiveness of the interventions is required (<i>3 groups – Melanesia, Micronesia, Donors</i>)	9. FAME continues with the development and implementation of planning, monitoring and reporting frameworks to measure outcomes against Divisional and SPC objectives
Changes to FAME objectives		
Objective 4 wording changes to 'diverse and sustainable marine-based livelihood options' rather than 'alternative livelihoods'	Use of 'alternative livelihoods' may be too broad / unclear of focus (<i>2 groups – regional partners, donors</i>)	4e. That the NFDS is supported to address the identified gap in the post-harvest aspect
Objective 5 on fisheries information and Objective 6 on capacity development apply across all other FAME Objectives	Need to integrate capacity development into all objectives for in-country personnel (<i>2 groups - Micronesia, Melanesia</i>)	
Changes to specific key result areas (KRAs)		
KRA 2.3 on economic analysis was expanded to include social science	Potentially missing socio-economic elements (<i>2 groups – French-speaking, regional partners</i>)	
KRA 2.4 on modelling was expanded to include enhancing existing modelling approaches, rather than just developing new ones	Could also evaluate existing modelling approaches (<i>Group - Polynesia</i>)	2. That OFP are provided with adequate resources to enable scientists to be innovative and explore and develop new models for stock assessments
KRA 3.2 on aquaculture was expanded to include analysis to support production and economic sustainability	Cost/benefit analysis of aquaculture should be included (<i>Group - Regional partners</i>)	4c. Strengthen of economic analysis of aquaculture projects
KRA 4.3 on post-disaster needs assessments was expanded to focus on disaster mitigation, response and risk reduction	Post-disaster needs assessment too small for its own item (<i>2 groups - regional partners, donors</i>)	
A new KRA (KRA 2.7) was added on supporting equitable access to shared benefits and decision-making	Potentially missing socio-economic elements (<i>2 groups – French-speaking, regional partners</i>)	
A new KRA (KRA 5.3) was added on communication and monitoring, evaluation and learning	Include outreach / communication of information products (<i>Group – French-speaking</i>)	4d. Strengthen evidence related to aquaculture projects along with a communication strategy to highlight success. 9. ... consideration be given to expansion MEL in FAME. 13. A Communication Manager/Officer role be established within FAME.

Annex: FAME Business Plan – pages with revisions

ROLE AND PURPOSE OF FAME



Overall goal

That the fisheries resources of the Pacific region are sustainably managed for economic growth, food security and environmental conservation

Scientific analysis and evidence-based advice supports **fisheries management**

FAME provides scientific analyses and management advice to PICTs and regional agencies to support the sustainable management of oceanic and coastal fisheries resources for economic growth, food security and environmental conservation. SPC is the region's centre for tuna science and information.

Technical assistance and evidence-based advice supports **sustainable development**

Despite the challenges in the management of the region's marine resources, there are also opportunities to derive greater economic and social benefits from them. The development of aquaculture in the region, along with alternative marine based livelihoods, hold significant potential. FAME provides technical assistance to support PICTs to maximise these sustainable development opportunities in the marine sector.

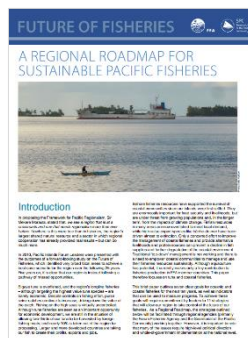
FAME divisional objectives

1. **Enhance data collection and provide data management services for fisheries & marine ecosystems**
2. **Provide analyses and advice for evidence-based fisheries management**
3. **Support the sustainable development of aquaculture**
4. Identify **diverse and sustainable marine-based alternative** livelihood options for **fishing communities nearshore fisheries**
5. **Provide, and facilitate access to, fisheries information**
6. **Support capacity development in fisheries and aquaculture among PICTs**

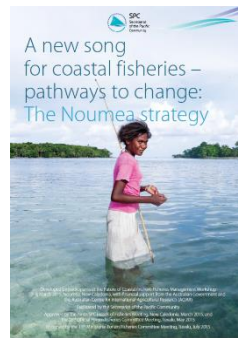
REGIONAL PRIORITIES

Regional strategies and commitments

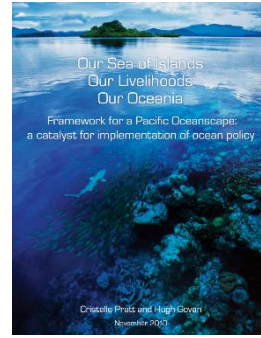
In achieving the above divisional objectives, FAME contributes to the following key regional frameworks and strategies for marine resources:



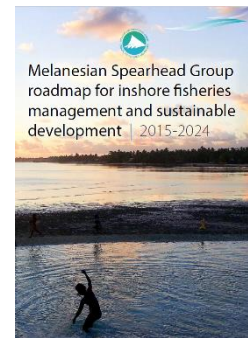
Regional Roadmap for Sustainable Pacific Fisheries



A New Song for Coastal Fisheries - Pathways to Change



Framework for a Pacific Oceanscape



MSG roadmap for inshore fisheries management and sustainable development 2015-2024

UN Sustainable Development Goals 2015-2030

In meeting the above divisional objectives, FAME contributes to the following UN Sustainable Development Goals, particularly Goal 14 on life below water:

	Conserve and sustainably use the oceans, seas and marine resources
	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
	Ensure inclusive and quality education for all and promote lifelong learning
	Achieve gender equality and empower all women and girls
	Promote inclusive and sustainable economic growth, employment and decent work for all
	Take urgent action to combat climate change and its impacts
	Revitalize the global partnership for sustainable development

Other international instruments and commitments

Along with the abovementioned regional priorities and SDGs, FAME's work also contributes to the following international instruments and commitments:

- The Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (SSF Guidelines)
- Aichi Biodiversity Targets
- Small Island Developing States Accelerated Modalities of Action (Samoa Pathway)
- Micronesia Challenge.

FAME OBJECTIVES AND RESULTS

Table 24: FAME objectives and results by Section

		Sections responsible*						SPC collaborating Division
		FEMA	DM	SAM	AQ	CFSML	IS & MEL	
Outcome: High-quality science supports fisheries management at regional, sub-regional, national and sub-national levels								
Objective 1: Enhance data collection and provide data management services for fisheries & marine ecosystems								
1.1	Enhance ecosystem, fisheries and biological data for key species	■				■		
1.2	Data acquisition, management and dissemination, including processing, auditing and consolidating data holdings	■	■			■		
1.3	Develop systems, tools and support services for standardised data collection, management and reporting	■	■			■		
Objective 2: Provide analyses and advice for evidence-based fisheries management								
2.1	Provide high quality stock assessments of key renewable oceanic resources and supporting data analyses	■	■	■				
2.2	Provide ecosystem, climate change, biodiversity, marine resource ecology and fisheries assessments, models and analyses	■	■	■		■		CCES GEM
2.3	Provide integrated social science and economic analysis and advice for informed decision-making			■	■	■		SDD
2.4	Enhance existing and develop new modelling approaches to support scientific analysis and advice	■		■				
2.5	Strengthen and expand CEAFM and support the implementation of the 'New Song for Coastal Fisheries' strategy across the region				■	■		
2.6	Support the review and implementation of fisheries management legislation, policies, plans and MCS&E	■	■	■		■		
2.7	Support equitable access to shared benefits and decision-making, including women, young people and marginalised groups	■	■	■	■	■	■	SDP, RRRT
Outcome: High-quality technical assistance supports sustainable development								
Objective 3: Support the sustainable development of aquaculture								
3.1	Enhance regional and national policy, planning, MCS&E and legislation in the aquaculture sector				■	■		
3.2	Provide technical and analytic support for aquaculture to support production and economic sustainability				■			LRD
3.3	Enhance the management of aquatic bio-security risks				■			LRD
Objective 4: Identify diverse and sustainable alternative marine-based livelihood options for fishing communities nearshore fisheries								
4.1	Test and develop innovative small-scale subsistence and commercial fishing opportunities					■		
4.2	Improve fish handling practices and promote value-added marine products				■	■		
4.3	Support post disaster needs assessments in the fisheries and aquaculture sectors Support the fisheries and aquaculture sectors to mitigate and respond to disasters and strengthen risk reduction				■	■		GEM
Outcome: Information and capacity development empowers Pacific people to manage their fisheries								
Objective 5: Provide, and facilitate access to, fisheries information								
5.1	Develop information and knowledge products	■	■	■	■	■	■	OMD
5.2	Facilitate information management and circulation						■	OMD
5.3	Strengthen MEL and communicate FAME results and activities	■	■	■	■	■	■	OMD
Objective 6: Support capacity development in fisheries and aquaculture among PICTs								
6.1	Design, deliver and quality assure regional vocational training in fisheries	■				■		EQAP
6.2	Enhance capacity development in science, technology, data management, analysis and advice	■	■	■	■	■	■	

* FEMA = Fisheries and Ecosystems Monitoring and Analysis ; DM = Data Management ; SAM = Stock Assessment and Modelling ; AQ = Aquaculture ; NFD = Nearshore Fisheries Development ; CFSML = Coastal Fisheries Science, and Management and Livelihoods ; IS = Information Section ; MEL = Monitoring, Evaluation and Learning ; CCES = Climate Change and Environmental Sustainability ; GEM = Geoscience, Energy and Maritime ; SDD ; Statistics for Development Division ; SDP = Social Development Program ; RRRT = Regional Rights Resource Team ; LRD = Land Resources Division ; OMD = Operations and Management Directorate ; EQAP = Educational Quality and Assessment.

ORGANISATIONAL STRUCTURE MANAGEMENT ARRANGEMENTS

Governance and strategic direction

FAME falls under SPC's governance structure. SPC's governing body is the Conference of the Pacific Community. In years when the Conference does not meet, the Committee of Representatives of Governments and Administrations (CRGA) is empowered to make decisions on governance issues. The strategic direction of FAME's work is also informed by the Regional Roadmap for Sustainable Pacific Fisheries, the SPC Heads of Fisheries Meeting, along with other regional bodies and meetings as they relate to FAME's work in the region (e.g. WCPFC, FFCMIN, Regional Technical Meeting on Coastal Fisheries).

Organisational structure

FAME is structured into two programme areas, the first being the Oceanic Fisheries Programme (OFP) and the second being the Coastal Fisheries Programme (CFP). The Director's Office supports OFP and CFP through the provision of information management and Monitoring, Evaluation and Learning (MEL) support.

Oceanic Fisheries Programme (OFP)

OFP is the region's centre for ~~tuna~~ oceanic fisheries science and information, providing essential data collection, data management and modelling and analysis services to the Pacific.

Coastal Fisheries Programme (CFP)

CFP provides science and technical support to PICTs to enhance the management of coastal fisheries, and the sustainable development of aquaculture and nearshore livelihoods across the region.

FAME management

FAME is led by a Director and two Deputy Directors, one Deputy Director leads the OFP and the other leads CFP. These three positions, along with Chief Scientist and managers of each FAME Section/Unit make up the FAME Senior Management Team (SMT).

Figure 12: FAME management arrangements (blue boxes) and sector-specific strategic input (yellow boxes)

