

**COASTAL FISHERIES PROGRAMME**  
**Strategic Plan 2003–2005**

**Third Draft**

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## ACRONYMS

ACP	EU African, Caribbean and Pacific development partners
CFCC	SPC Coastal Fisheries Coordinating Committee
CRGA	Committee of Representatives of Governments and Administrations
CROP	Council of Regional Organisations in the Pacific
ENGO	Non-governmental environmental organisation
FAD	Fish Aggregation Device
FAO	Food and Agriculture Organisation of the United Nations
FFA	South Pacific Forum Fisheries Agency
FSP	Foundation for the Peoples of the South Pacific
HoF	SPC Heads of Fisheries Meeting
ICLARM	The World Fish Center
IMA	International Marinelife Alliance
IRD	(French) Institute for Development-oriented Research
MSP	Marine Studies Programme of USP
MSWG	CROP Marine Sector Working Group
NFA	National Fisheries Assessment
OPF	SPC Oceanic Fisheries Programme
PICs	Pacific Island countries (Pacific Islands Forum members)
PICTs	Pacific Island countries and territories (Pacific Community members)
PIFS	Pacific Islands Forum Secretariat
PIROP	Pacific Islands Regional Ocean Policy
RMP	SPC Regional Maritime Programme
SOPAC	South Pacific Applied Geoscience Commission
SPC	Secretariat of the Pacific Community
SPREP	South Pacific Regional Environment Programme
TNC	The Nature Conservancy
UNICPO	United Nations Informal Consultation Process on Oceans
USP	The University of the South Pacific
WESTPAC	(US) Western Pacific Regional Fisheries Management Council
WRI	World Resources Institute

## **1 INTRODUCTION TO THE COASTAL FISHERIES PROGRAMME AND ITS STRATEGIC PLAN**

This Strategic Plan maps out the direction of the Coastal Fisheries Programme (CFP) for the triennium 2003 to 2005. CFP works with and through Pacific Island countries and territories (PICTs) to help Pacific Islanders to assess, monitor, develop, sustain and manage domestic (coastal state-based) fisheries (particularly smaller-scale fisheries), and aquaculture.

The CFP is part of the Marine Resources Division of the Secretariat of the Pacific Community (SPC) and is based in Noumea. It contributes to the Division's aim of helping achieve the vision of the Pacific Islands Regional Ocean Policy: *"A healthy ocean that sustains the livelihoods and aspirations of Pacific Island communities"*. This vision is shared by all of the CROP agencies working towards the achievement of ocean-related objectives in the region.

The aims of the CFP fall within an area that is defined not only by the expressed priorities and needs of member governments and administrations, but also by the functionality of other CROP agencies and SPC programmes working on ocean issues. At the regional intergovernmental level:

- the South Pacific Forum Fisheries Agency addresses regional highly migratory fisheries (principally tuna) management objectives and supports member governments in international fisheries negotiations;
- the SPC Oceanic Fisheries Programme addresses highly migratory fisheries and associated pelagic ecosystem scientific objectives (see OFP Strategic Programme Plan);
- the SPC Regional Maritime Programme addresses objectives specifically relating to seafarers and shipping, including fishing seafarers;
- the South Pacific Applied Geosciences Commission addresses objectives in oceanography, marine minerals and generally covers the non-living ocean and coastal environment;
- the University of the South Pacific addresses ocean-related higher education objectives, academic ocean research and, where specific expertise is held, the general provision of consultancy support towards the objectives of other agencies;
- the South Pacific Regional Environment Programme addresses ocean and coastal environmental management and protection objectives.

All of these agencies are part of the CROP Marine Sector Working Group, with NGO observers participating as appropriate.

The role of the CFP has thus narrowed since the inception of the first fisheries and marine development activities in the region, at SPC in 1952, and it now concentrates entirely on coastal State-related fisheries objectives. Whilst focussed on coastal and domestic issues, these objectives still cover a wide variety of concept areas and disciplines, from applied coastal fisheries research (social, biological and ecological) through the promotion of sustainable Pacific Islands-based sustainable development in fish and invertebrate capture and culture, to the management and co-management of coastal fisheries. The CFP also assists PICTs to develop local human resources and information capacity in fisheries and provides direct support where that capacity is not yet developed.

The CFP does not have a specific international or regional convention or agreement to work to – related international instruments currently only cover highly-migratory fisheries management, marine environmental protection, and the conduct of industrial fisheries – but derives its mandate from continual reassessment of the priorities of PICTs through SPC and other meetings, and occasional specific reviews.

This Coastal Fisheries Programme Strategic Plan is an output-based formalisation of previous programme and sectional strategic planning exercises, with a structure that has been brought into conformity with the new SPC cross-programme standard. As such, it is a “snapshot” of the current state of the evolving goals and objectives of the Programme, as benchmarked from time to time by consultation with member countries and reviews, particularly involving the SPC Heads of Fisheries Meeting. The CFP will be reviewed early in 2003, for discussion by Heads of Fisheries in the second quarter of the year. This plan is a “living document” and may change in detail during the course of this, and subsequent plans.

## **2 PACIFIC CONTEXT AND CHALLENGES**

The ocean, and islanders continuing relationship with it, is one of the main factors which defines the Pacific Community. As such, gaining a sound knowledge of the ocean and its resources, the development of aquatic-based food-security and economic growth, and the institution of sustainable fisheries governance systems are a high priority for Pacific Island governments and administrations, and account for the relatively large size of regional fisheries programmes. The international scope of many fisheries and natural resource management issues has also generated a comparatively strong regional supporting role. Although there are specific problems, Pacific Island fisheries can confidently be said to be in better average shape than any other region. The Pacific Islands tuna fishery constitutes one of the last major global fisheries that is not yet fully exploited or overexploited. Reef fisheries, whilst there are definite problems near population centres and with certain export commodities, are not the disaster zones that have been created in some other tropical reef regions. Whilst SPC claims some credit in this, the Pacific Islands longstanding tradition of reef and lagoon resource management has buffered most nearshore excesses (although the spillover effect of urban construction is beginning to take its toll and is outside traditional jurisdiction), and relative isolation has provided a measure of protection from exploitation to supply external trade.

The Pacific Community is not complacent (indeed, this broadly favourable assessment of the relatively healthy status of most Pacific Island fisheries is not widely appreciated within the region) but remains a region where there is still an opportunity to implement measures to ensure that fisheries are sustainable, without first requiring rehabilitation. However, this does not mean that efforts to tackle the issue should be reduced. Traditional buffers are rapidly being overwhelmed by development, and although the region is considered small in human development terms, in geographical terms the Pacific Ocean is vast. This region owns 50% of the world's area of hard coral reef and its exclusive economic zones cover 10% of the total world ocean area. An additional challenge that is coming to the fore is the increasing need to help address requirements agreed to by PICTs at the international level – including requirements for information and inventories, and requirements to address international standards in trade and resource management. This is a challenge that is being addressed by the CFP and other agencies working together through CROP, each contributing according to its own specialisation.

Within the broad scope of fisheries, the greatest challenges facing the region within the mandate of the Coastal Fisheries Programme are:

- helping Pacific Islands in coping with the inevitable change in balance between subsistence and commercial fisheries and the associated erosion of marine resource-based protein food security in rural areas;
- the extreme scarcity of detailed information available to Pacific Island fisheries managers and planners on the status and resilience of reef fisheries and supporting ecosystems;
- the need by Pacific Island authorities for assistance in guiding ever-increasing aquaculture investment into economically and socially sustainable channels; and
- helping Pacific Islanders to derive greater direct and sustainable benefits from national tuna resources through the development of environmentally-sound small-scale coastal state-based fishing enterprises (working in close collaboration with the larger-scale tuna fisheries economic development work of FFA, and the tuna fisheries and ecosystem scientific work of the SPC OFP).

Running through all of these “vertically-oriented” challenges are the general “cross-cutting” shortfalls faced by all developing countries in maintaining a specialised human resource cadre and specialist information delivery systems.

### 3 THE SPC RESPONSE

SPC recognises the vital role of fisheries in the life of the region and is committed to assisting PICTs in maintaining and achieving productive fisheries and aquatic farms that are fully sustainable at both the commercial and the subsistence level. In 1952 it held its first Fisheries Conference to determine the main challenges facing the region, and has convened meetings of member country at 1-2 year intervals ever since. The outcomes resulting from the establishment of a regional fisheries support capacity at SPC in the early 1950s have never been fully appraised with long-term hindsight – a task the Division hopes to carry out during the current strategic plan period – but SPC’s fisheries programme was instrumental in providing information and justification for establishment of local fisheries services in what now constitute most of SPC’s member countries. It directly provided the impetus for the establishment of several economically significant fisheries (including the PNG prawn fishery, several deepwater snapper fisheries, tuna longline enterprises, and trochus fisheries), and itself spun off several other regional activities, including supporting the early regional fisheries discussions during the International Law of the Sea Conventions that led to the setting up of the Forum Fisheries Agency.

The SPC Heads of Fisheries Meeting (formerly known as the SPC Fisheries Conference, then the Regional Technical Meeting on Fisheries) continues to draw PICT government specialists together to direct the attention, not just of SPC, but of other international and regional intergovernmental and non-governmental agencies to the priority challenges facing the region, and the Coastal Fisheries Programme continues to provide both the regional milieu and the spark for the local development of aquaculture and fisheries development and management initiatives of many kinds.

The CFP today has more staff than at any time in its history, primarily because of a new aquaculture objective and a recently enhanced focus on developing a more rigorous knowledge of the status and limits of reef fisheries. Whilst the Programme has “developed itself out of a job” in many fields where it formerly worked, and enormous progress has been made towards the devolution of many activities from the regional to the national level, the challenges facing sustainable fisheries development and management have become greater, not less, over the years. The natural resource base is fixed, but human populations are becoming larger and more urbanised, whilst previously unforeseen interactions and problems have emerged. As well as the continuing need to provide a medium wherein members can share expertise and experience, and obtain access to an evolving mix of specialist support that many are unable to maintain independently at their current level of development, there are also “transboundary” responsibilities which will remain shared. Although these are fewer in coastal fisheries than in highly migratory species fisheries, there remain issues where the countries of the region need to work together as a unit within the international community. Indeed there are areas where PICTs can demonstrate a sustainable path forward to the rest of the world, particularly in mechanisms of fisheries governance.

#### 4 PRIORITIES

The top priority of the region within the CFP mandate area, is “*to optimise the value of small-scale fisheries and aquatic resource use in Pacific Island waters*”. The governments of small-island and developing nations are usually required by the electorate to take a very tactical approach to development in order to “kick-start” national economies and harness investment, and the top priority that usually emerges from broad regional fisheries reviews or polls of member countries is thus direct assistance in fisheries development. Regional intergovernmental organisations however are not ideally constituted to respond quickly to local enterprise development needs, and the SPC Governing Councils have steered SPC toward assisting in the strategic, longer-term expression of this priority: the need for information, advice and assistance about resources and mechanisms that promote a basis for fisheries development that is socially, ecologically and economically sustainable over the generational timespan.

Within the overall fisheries sector priority statement, this multidisciplinary programme identifies priorities for tackling each of the areas of challenge identified earlier:

- Establishment of a greater share of the value of Pacific Islands regional tuna landings by Pacific Island enterprises (currently the great majority of the catch of regional tuna stocks is landed by Distant Water Fishing Nations)<sup>1</sup>;
- Building an effective regional network that helps national experts in the aquaculture field to draw on each others' experiences and capabilities;
- Helping governments set in place reef fisheries co-management systems that take into account the role of community resource-stewardship, as appropriate to each island or culture;
- Producing "national status, and sustainable prospects" reports on reef fisheries for Pacific Island policy planners
- Ensuring that the "supply" from existing providers of fisheries training and information is matched with the "demand" from the Pacific Island fisheries sector, and trying to identify and fill the gaps where there is no existing or cost-effective provider for essential local training and information;

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<sup>1</sup> Note: The SPC CFP’s “hands-on” practical work to encourage smaller-scale tuna fishing enterprise complements FFA’s “macroeconomic” work to encourage enabling conditions and plans for national tuna fisheries development.



## 5 MANDATE

SPC's governing bodies, the Conference of the Pacific Community and the Committee of Representatives of Governments and Administrations (CRGA), provide the mandate for the Coastal Fisheries Programme and approve its key directions. These key directions are initially derived by consultation with Pacific Community member fisheries and marine resources administrations, primarily during the Heads of Fisheries Meeting, but also from member country meetings covering specific areas<sup>2</sup>; during visits by programme staff to individual countries, and by reference to other fora in which member country fisheries priorities emerge<sup>3</sup>. Although individual projects and CFP sections are reviewed as provided for in project plans, an independent review of the whole CFP mandate area will take place early in 2003 for discussion at the 3<sup>rd</sup> Heads of Fisheries meeting, which will then provide input to the Pacific Islands Regional Ocean Forum in mid-2003 and provide any necessary revision of this strategic plan to CRGA 33.

## 6 GOAL AND OBJECTIVES

The goal of the SPC Coastal Fisheries Programme, in contributing to the achievement of the regionally-shared vision of "A healthy ocean that sustains the livelihoods and aspirations of Pacific Island communities" is that "The long-term social and economic value of small-scale fisheries and aquatic living resource use in Pacific Island waters is optimised."

As a regional research, support and advisory programme, the CFP cannot of course achieve this goal itself, but assists Pacific Community member governments and administrations to effect appropriate developments that they have planned within their sovereign jurisdictions. The regional programme will however, continue to provide a medium for mutually reinforcing progress towards this agreeable common goal.

To help Pacific Community members to achieve this goal the CFP will focus on six objectives for the three-year period 2003-2005:

- **Aquaculture** – A regional support framework for economically, socially and environmentally sustainable aquaculture planning, research and development by Pacific Island governments and private enterprises;

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<sup>2</sup> For example, in 2002 meetings of member countries met to discuss aquaculture section work-programming, set directions for regional work on assessing and managing the live reef food fish trade, to design the national fieldwork components for the future work of the CFP Reef Fisheries Observatory etc.

<sup>3</sup> These include the Forum Fisheries Committee (FFC), the FAO Committee on Fisheries (COFI) and the United Nations Informal Consultation Process on Oceans (UNICPO)

- **Fisheries Development** – Economically-viable and environmentally sound Pacific Island fishing enterprises;
- **Coastal Fisheries Management** – Environmentally sound and socio-economically achievable governance of reef and lagoon fisheries by PICT fisheries administrations and coastal communities;
- **Fisheries Training** – Adequate human resource and technical skills capacity to manage and derive sustainable economic benefit from the fisheries sector;
- **Reef Fisheries Observatory** – Scientifically rigorous information on the status, exploitation levels and prospects of fisheries is used by Pacific Islanders to sustainably manage living coastal resources;
- **Fisheries Information** – A relevant and understandable aquatic living resource-based network of knowledge is readily available to member countries and territories.

## 7 OUTPUTS, ACTIVITIES AND PERFORMANCE INDICATORS BY OBJECTIVE

The following does not provide a detailed work-plan, which will be produced annually for each section under each objective outlined here. Thus it does not contain all activities, but summarises generic or key activities, and provides the top-level indicator used in measuring general achievement towards each objective.

### **Objective 1 – A regional support framework for economically, socially and environmentally sustainable aquaculture planning, research and development by Pacific Island governments and private enterprises;**

The Aquaculture Section is the newest addition to the Coastal Fisheries Programme, arising as a result of a comprehensive needs assessment and frequent requests from PICTs for a regional level of support against the continual demands that are made on them by the ever-growing level of private-sector investment in aquaculture in the region. Rather than providing ad-hoc assistance to individual enterprises in the manner of many previous aquaculture support projects, most of which have proven to be unsustainable, the Section aims to support a strategic approach to aquaculture development by PICTs. In particular it aims to assist them in developing enabling environments for appropriate and sustainable aquaculture investment and in developing sectoral management frameworks that anticipate and avoid future problems rather than reacting to them. Aquaculture is still in its infancy in the region, as a result of export trade disadvantages and local market disadvantages due to the ready availability of seafood in most areas, and there is an opportunity to avoid the mistakes of some other regions as these disadvantages recede.

The Section collaborates with other institutions, particularly ICLARM (applied research on fish farming systems) and USP (aquaculture training and education) under the umbrella of the Regional Aquaculture Initiative, of which the section is the focal point.

*Output 1.1: Establishment and maintenance of a regional network of contacts as a means of exchanging ideas, knowledge and experience on Pacific aquaculture issues*

The main activities planned to achieve this output are:

- Actively promoting the focal point at SPC for the Regional Aquaculture Network to help link and harmonise the activities of member countries and other agencies in the field of aquaculture;
- Development and maintenance of a web portal as a means of exchanging ideas, knowledge and experience on Pacific aquaculture issues, and maintain and disseminate appropriate information on aquaculture techniques and practices, including an Aquaculture Special Interest Bulletin
- Convening a regional meeting at least once during the plan period for the specific purpose of drawing together member countries and other participants in the regional aquaculture network to review and revise priorities and key commodities as necessary, and accordingly to agree on any modifications to the regional action plan;

The performance indicator (main result) by which the Aquaculture Section will measure its success in achieving this output are:

- SPC regional aquaculture network significantly improves communication and information flow to those involved in practical aquaculture planning, development, & management, according to independent review and Heads of Fisheries Meeting consensus;

*Output 1.2: Establish & maintain regional support to Pacific Government departments and private sector operators, as appropriate, in the establishment of environmentally and economically sustainable aquaculture:*

The main activities planned to achieve this output are:

- Advice and assistance to governments in the design and implementation of practical aquaculture strategies, policies and plans;
- Advice and assistance to Pacific Government departments and private sector operators to assess the viability of aquaculture proposals, in response to requests;

The performance indicator by which the Aquaculture Section will measure its success in achieving this output are:

- SPC aquaculture programme is provides valid, useful, and rapid advice and assistance in response to appropriate requests, according to independent review and Heads of Fisheries Meeting consensus;

*Output 1.3: Development of the Pacific Island human resource base for aquaculture*

The main activities planned to achieve this output are:

- Sponsorship and coordination of training and professional attachments in aquaculture, in collaboration with the SPC CFP Fisheries Training Section and USP as appropriate;

The performance indicator by which the Aquaculture Section will measure its success in achieving this output are:

- Database of aquaculture expertise in the region covers 100% more people at the end of year 3 than at the end of year 1;

**Objective 2 – Economically-viable and environmentally sound Pacific Island fishing enterprises;**

The Fisheries Development Section is an outgrowth of one of SPC’s longest-standing fisheries activities and is still considered in most member country prioritisations to be the Coastal Fisheries Programme’s most directly useful function. The section specialises in hands-on assistance to enterprises<sup>4</sup> in developing practical fishing skills, usually provided through the placement aboard of skilled fishermen (skilled both in education and fishing). Whilst it provides an extremely well-regarded and sought-after economic development support service, this is also an effective vehicle for delivering the latest ecologically-appropriate fishing techniques and bycatch mitigation measures.

SPC has long recognised that, in general, reef and lagoon fisheries provide extremely limited and ecologically risky engines for economic growth, and concentrates its fishing development activities on tuna fisheries – specifically small-scale longline fisheries producing high-quality export products, which have proven over the past decade to be the most appropriate entry point for most Pacific Island nations into oceanic commercial fishing. The Section also works with FFA and the SPC OFP in assisting PICT tuna fishery development planning, and does some experimentation of its own on the development of appropriate fishing methodologies as well as technology transfer.

Another key (and highly-regarded) function of the Section is the production of practical fishing manuals and handbooks specifically targeted on the needs of Pacific Island commercial fishers.

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<sup>4</sup> The word “enterprise” is used here because, although this assistance is usually targeted on the private sector, some of the smallest PICTs do not yet have a significant private fishing sector and government corporations are responsible for most of the commercial vessel-based fishing

*Output 2.1: Development of economically and ecologically sustainable Pacific Island fishing enterprises*

The main activities planned to achieve this output are:

- Hands-on training in sustainable fishing skills in Pacific Island enterprises through in-country expert placements in tuna catching methods (especially longlining); navigation and seamanship; vessel operating procedures; maintenance of vessel machinery and fishing equipment; and on-board handling, processing and icing of the catch to export standards
- Training workshops on fishery development topics during expert placements, in collaboration with the Fisheries HRD Section;

The performance indicator by which the Fisheries Development Section will measure its success in achieving this output are:

- Enterprises assisted by the section remain sustainable, according to reasonable criteria of business success, and the Pacific Islands share of the value of regional tuna fishery landings and trade increases, according to overview information generated by FFA, SPC OFP and governments;

*Output 2.2: Testing , development and publication of resource materials and case-specific advice on appropriate fisheries and fishing techniques:*

The main activities planned to achieve this output are:

- Collating, writing and publishing case studies based on in-country expert placement experiences, and generic technical manuals on different types of fishing, or fish handling practices.;
- Testing new fishing methods, lower-cost alternatives, and methods for avoiding unwanted non-target catches;
- Advice and information, in response to requests by, or through, members, on fishery development issues, particularly:- fish aggregating device (FAD) materials, construction and deployment; appropriate fishing vessel parameters for different applications; alternative value-adding processes for tuna and associated species; deep-water snapper fishing gear and techniques; and sportfishing potential.;

The performance indicator by which the Fisheries Development Section will measure its success in achieving this output are:

- Significant augmentation of the body of available and useful practical information accessible to Pacific Island fisheries authorities and fishing enterprises on sustainable fishing methods;

*Output 2.3: National commercial fishery development plans*

The main activities planned to achieve this output are:

- Provision of advice on request to governments and administrations on options for sustainable domestic commercial fishing development, and input to national tuna fishery development plans, in collaboration with the Forum Fisheries Agency and FAO as appropriate;

The performance indicator by which the Fisheries Development Section will measure its success in achieving this output are:

- A significant number of Pacific Island governments and fisheries administrations have in place specific plans and policies for the support and promotion of fully sustainable fishing enterprise;

**Objective 3 – Environmentally sound and socio-economically achievable governance of reef and lagoon fisheries;**

The mandate area of the CFP Fisheries Management Section has become less distinct in recent years, particularly with the development of community and environmental NGOs, and the expansion of environmental agencies beyond conservation towards precautionary sustainable development support. However, the main focus of this recent environmental work is generally on issues which are broader than the sustainable management of fisheries (such as coastal management, and whole-ecosystem management), and which tend to work through environment departments, or directly with communities to supplement the meagre resources that most Pacific Island governments can devote towards these less economically-pressing issues. The focus of SPC in this area continues to be to work directly with fisheries departments to address the main fisheries management problems that come to their attention, and particularly to help them institute effective policies and systems that act in a strategic manner to avoid future problems, instead of being continually stretched to respond only to the problems arising. Effective systems – systems which require the least government intervention – are those which recognise existing and traditional customs and expectations as far as possible, and which are socially inclusive. SPC's special relationship with fisheries departments, and its focus on socio-economically achievable systems – systems which put sustainable livelihoods at the forefront – mean that it is better-placed than others to promote collaborative progress in this particular area.

*Output 3.1: Assistance to individual PICTs in developing or rehabilitating, and promoting, socially inclusive and appropriate coastal fisheries development and governance policies and plans*

The main activities planned to achieve this output are:

- Field studies to help fisheries administrations identify and prioritise coastal fishery management problems;
- Coordination of workshops and local consultations to collaboratively develop locally-appropriate governance systems;
- Assistance to PICT fisheries administrations in designing, formalising and instituting plans and regulations as appropriate

The performance indicator by which the Fisheries Management Section will measure its success in achieving this output are:

- Socially-inclusive coastal fisheries policies, plans, or legislation assisted by SPC are in place in at least 6 locations;

*Output 3.2: Establishment and maintenance of databases of information on Pacific Island coastal fisheries and fisheries management practices, and publication of case studies and compendia*

The main activities planned to achieve this output are:

- Collaboration with the Reef Fisheries Observatory and other information sources to extract and operationalise relevant scientific information about Pacific Island fisheries resources, and social and economic situations relevant to coastal fisheries management planning;
- Field studies to characterise existing governmental and traditional fisheries management practises and systems;
- Collation and publication of case studies, and national and regional overviews

The performance indicator by which the Fisheries Management Section will measure its success in achieving this output are:

- Database is established is and regularly updated and consulted;

*Output 3.3: Establishment and maintenance of networks for sharing experiences and expertise in coastal fisheries management*

The main activities planned to achieve this output are:

- Occasional regional meetings, or sessions within the Heads of Fisheries Meeting, to discuss experiences and to indicate consensus regional priorities for programme action;

- Active fostering of communication and exchange linkages between coastal fisheries management specialists within the region, and between fisheries administrations on management problems. This includes maintenance of dialogue with other CROP agencies and NGOs, particularly those active in environment management that includes coastal fisheries resources, and in community development and governance;
- Occasional attachments to the work of the management section.

The performance indicator by which the Fisheries Management Section will measure its success in achieving this output are:

- SPC regional coastal fisheries management network significantly improves communication and information flow to those involved in the field, according to independent review and Heads of Fisheries Meeting consensus;

**Objective 4 – Adequate human resource and technical skills capacity to manage and derive sustainable economic benefit from the fisheries sector;**

The CFP Fisheries Training Section promotes the development of Pacific Island human resources in the fisheries sector by assisting governments, training institutions, and seafood enterprises to identify and respond to practical training priorities in areas, particularly vocational and non-formal training which is not currently addressed locally. The Training Section is not designed to either train other SPC staff in fisheries issues, nor specifically to provide a service that helps other sections train Pacific Islanders in their mandate areas, but rather to provide direct support to PICT clients in their national priority HRD areas. The aim is both to provide gap-filling vocational training in a rapidly-evolving field (particularly in support of enterprise development), and to assist PICTs to develop local capacity to provide or co-ordinate their own fisheries HRD wherever possible. SPC complements the more formal and higher educational role of USP, where USP has developed vocational training capacity in certain areas, particularly aquaculture and fisheries post-harvest. This training is generally provided in Fiji on a cost-recovery basis. SPC does not duplicate this but rather provides a coordinative and rapid-response problem-solving and outreach service that identifies resources and puts training needs in touch with appropriate training providers, as well as helping PICTs plan strategic responses to priority HRD gaps.

*Output 4.1: - Training courses and workshops in fisheries topics where there is high priority, with an emphasis on in-country vocational training for enterprise development*

The main activities planned to achieve this output are:

- Sourcing co-funding to assist in the provision of high-priority vocational training;
- Coordinating an annual in-service training course for fisheries officers, particularly those newly-recruited. This also provides a measure of regional harmonisation of standards and skills amongst fisheries departments and provides particular opportunities for women fisheries officers (currently under review).



- Coordinating , or implementing short-term vocational training courses in subject areas and islands where necessary local HRD support is not available;
- Collaborating with other CFP sections in the provision of training in support of enterprise development, particularly in aquaculture and fisheries private-sector development.

The performance indicator by which the Fisheries Training Section will measure its success in achieving this output are:

- Training provided is according to priority needs of PICT enterprise development policies and significantly improves the skills base in these areas, according to independent review and Heads of Fisheries Meeting consensus;

*Output 4.2: - Assessment of needs, and development of strategic plans for human resource development and training programmes in the fisheries sector*

The main activities planned to achieve this output are:

- Coordination or implementation of field studies to assess needs;
- Assistance to fisheries administrations and local institutions in developing fisheries sector HRD strategies and plans
- Assistance to fisheries administrations and local institutions in developing locally-applicable fisheries sector training courses and course materials

The performance indicator by which the Fisheries Training Section will measure its success in achieving this output are:

- PICT capacity for providing in-country fisheries training is significantly increased, in priority areas identified that have been assisted by the Section, according to independent review and Heads of Fisheries Meeting consensus;

*Output 4.3: Co-ordination of fisheries training opportunities and exchange of information on training*

The main activities planned to achieve this output are:

- Maintenance of the database of global training institutions and programmes relevant to Pacific Island fisheries and publication of the annual Fisheries Training Directory
- Maintenance of a confidential database on Pacific Island fisheries personnel training histories;
- Active maintenance of linkages and promotion of contact between training providers and those needing training.

The performance indicator by which the Fisheries Training Section will measure its success in achieving this output are:

- Pacific Island training needs coordinators are aware of all relevant training opportunities, and fisheries training providers are aware of the needs in the region;

**Objective 5 – Scientifically rigorous information on the status, exploitation levels and prospects of fisheries is used by Pacific Islanders to sustainably manage living coastal resources;**

The SPC Reef Fisheries Observatory is a development and expansion of the former CFP Resource Assessment Section, and the primary funding for its activities will come from the European Union 8<sup>th</sup> EDF for the duration of the plan period. The previous work of the SPC in this area was limited to assisting fisheries administrations to tackle a wide range of very specific reef fisheries assessment and management problems, in a tactical rather than a strategic role. Apart from enabling many localised problems to be solved, this work also enabled the region to take stock of its reef fisheries scientific information needs and mechanisms, summarised in a review published by SPC in 1995, where it became clear that the basic reef fishery information necessary to strategically guide government development and fisheries management planning was grossly inadequate. It was not even possible for most countries to estimate their total reef fisheries production let alone define what level of catch, for each species, might be sustainable. The review also included a strategy for Pacific Islands coastal fisheries research. The Reef Fisheries Observatory, although it has taken some time to program comprehensive financial support, is a direct consequence of this review.

Although the Observatory will retain some capability to respond to urgent requests for scientific assistance with reef fishery problems arising, particularly in PICT members which are not in partnership with the European Union, and particularly in relation to the Live Reef Fish Trade, the main focus of work over the plan period and beyond will be to accomplish an assessment of the status of Pacific Island reef fisheries that is both holistic and detailed. It will apply consistent, comparable methodologies to the entire region for the first time, producing a baseline that will be of great value to development planners and fisheries and environment managers at all levels. This assessment will not be limited to biological resource assessment but also cover social and economic analyses of reef fisheries usage and, with the collaboration of other institutions, particularly IRD, assessment of reef fisheries ecosystems. In the subsequent strategic plan period, SPC plans to institute achievable mechanisms whereby PICTs can monitor relevant indicators and the region can accomplish occasional comprehensive updates of this assessment.

This in itself is a major component of the Coastal Fisheries Programme, in terms of dedicated donor project resources, and will have at least 13 staff by mid-2003. The Reef Fisheries Observatory aims to achieve a similar level of international recognition of scientific excellence as the SPC Oceanic Fisheries Programme by the end of the plan period.

*Output 5.1: - Establishment, and progressive improvement of quantitative assessments of the status of all aspects of reef fisheries at the local, national and regional levels;*

The main activities planned to achieve this output are:

- Scientific field studies at specific sites to assess the status of reef fish and invertebrate resources and human use of resources;

- Maintaining a regional reef fisheries database and data archival centre covering current and available historical data on resource, ecosystem, social and economic aspects of reef fisheries;
- Producing and publishing local, national and regional assessments of the status and prospects of reef fisheries targeted at various levels, including national Reef Fisheries Profiles;
- Identifying and validating potential easily-monitored indicators of reef fishery status.

The performance indicator by which the Reef Fisheries Observatory will measure its success in achieving this output are:

- Comprehensive assessments for 5 PICTs are published to a high scientific standard;

*Output 5.2: - Assistance to Pacific Island fisheries administrations with scientific advisory or analytical input into reef fisheries management problems;*

The main activities planned to achieve this output are:

- Responses to urgent requests for advice, outside the planned scope of output 5.1, either based on information at hand, or requiring a specific, targeted field study, in collaboration with the CFP Fisheries Management Section as appropriate;

The performance indicator by which the Reef Fisheries Observatory will measure its success in achieving this output are:

- Responses to relevant requests are considered adequate and timely according to independent review and Heads of Fisheries Meeting consensus;

*Output 5.3: - Capacity development of Pacific Island scientists and researchers in reef fisheries assessment;*

The main activities planned to achieve this output are:

- Medium-term attachments of Pacific Island scientists and researchers to the work of the Observatory
- Occasional national or subregional workshops to teach SPC standard methodologies, in collaboration with USP and others as appropriate
- Co-working with PICT fisheries staff on field studies

The performance indicator by which the Reef Fisheries Observatory will measure its success in achieving this output are:

- 3 person-years of direct attachment to the project achieved, at least 30 national researchers collaborate in fieldwork and at least 30 people attend workshops;

**Objective 6 – A relevant and understandable aquatic living resource-based network of knowledge is readily available to member countries and territories.**

The Information Unit has a triple role, assisting both OFP and CFP sections to publish relevant outputs where necessary (thus supplementing the capacity of the general SPC Publications Section, with which it works closely – the Publications Section concentrating on general language editing, graphics, and printing whilst the Fisheries Information Unit concentrates on fisheries-specific aspects), producing regional fisheries information products that either cover cross-sectional issues or issues that are not covered by other sections, and assisting Pacific Community members to develop their own information services. Like all CFP sections, it also acts as the focal point for an international network on subjects within its mandate.

The Fisheries Information Unit plays a particular role in ensuring that French-speaking and English-speaking PICTs have access to relevant information generated in each language.

*Output 6.1: - Availability of useful information relevant to Pacific Islands fisheries development and management goals*

The main activities planned to achieve this output are:

- Support to other CFP and OFP sections in the design, production, and dissemination of information products with respect to priority target audiences;
- Collection, collation, publication and dissemination of useful information relevant to Pacific Islands fisheries development and management priorities in areas linking the outputs of several other CFP and OFP sections, particularly public awareness materials, pamphlets, videos and posters;
- Production of fisheries bibliographies, cataloguing the availability of locally-available information and reports in PICTs;
- Maintenance of material on the SPC Coastal Fisheries website ([www.spc.int/coastfish](http://www.spc.int/coastfish)).

The performance indicator by which the Fisheries Information Unit will measure its success in achieving this output are:

- Availability of useful information is significantly increased according to independent review and Heads of Fisheries Meeting consensus;

*Output 6.2: - Effective dialogue and mutual awareness between specialists on topics of priority interest to Pacific Island fisheries administrations;*

The main activities planned to achieve this output are:

- Maintaining special interest networks, involving external experts as well as PICT practitioners, in specific fields deemed to be of high importance in the day-to-day work of PICT fisheries administrations;

- Producing 6-monthly information summary bulletins and a quarterly general fisheries newsletter that provide compendia of recent news and an opportunity for timely publication of new information and research;
- Acting as a general focal point for receiving information enquiries and distributing these questions to other sections or agencies as appropriate.

The performance indicator by which the Fisheries Information Unit will measure its success in achieving this output are:

- Key PICT fisheries technical and managerial staff report satisfaction with effective coordination and shared information across specialist topic areas.

*Output 6.3: - Assistance to Pacific Islands in determining and prioritising their fisheries information needs and their strategies for fulfilling these needs;*

The main activities planned to achieve this output are:

- Visits to PICTs to help assess information needs and the status of existing island information systems;
- Assistance in the production of specific information strategies and policies as required.

The performance indicator by which the Fisheries Information Unit will measure its success in achieving this output are:

- Fisheries information needs assessed or reassessed, and mechanisms for addressing them developed in collaboration with at least 6 PICTs

## **8 REPORTING, MONITORING AND EVALUATION**

CFP Section Heads meet at least fortnightly in the Coastal Fisheries Coordinating Committee to discuss programme issues with the Divisional Director, and the SPC Executive Committee reviews a budgetary overview on a monthly basis. Annual programme progress reports and workplans are provided to the Divisional Director and to donors, with a six-monthly update (this is in addition to specific project reports and any exceptional reporting). Individual sections publish quarterly reports of current work in the SPC Fisheries Newsletter, and the results of completed projects and activities are published in specific technical reports. All of these are also available on the CFP website. Monitoring of general collaborative work with other CROP agencies is carried out within the Marine Sector Working Group, and at a more technical level during occasional inter-agency colloquia (annually, in the case of FFA). Major individual in-country activities are managed through memoranda of agreement between the Divisional Director and national fisheries Head, specifying the inputs expected from each party, outputs and schedules, whilst all country-specific activities that involve expenditure on staff travel or consultancy are subject to a formal process of request or approval through SPC's "official contact" for that country or territory<sup>5</sup>.

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<sup>5</sup> Whilst the CFP may often discuss potential in-country projects with private-sector companies or NGOs, implementation is always subject to "official contact" approval, and discussions always involve the fisheries administration. The "official contact" for SPC is the Ministry of Foreign Affairs or the equivalent representative sitting on the SPC Committee of Representatives of Governments and Administrations.

The Heads of Fisheries (HoF) meeting monitors and evaluates the CFP annual work-programme and provides a regional consensus on changing priorities within the living aquatic resources sector, amplified by occasional sub-sectoral focus meetings. HoF also reviews and guides strategic plans. An overview of the programme's performance against the strategic plan is also included in the annual Marine Resources Division report to CRGA, which is responsible for formally approving the strategic plan and annual budget. Independent reviewers evaluate the programme every few years as part of the Division's review programme, whilst individual projects and sections are reviewed as provided for in work-plans.

## **9 PARTNERSHIPS AND RESOURCES**

The CFP is part of the Marine Resources Division of SPC and is located in Noumea, but occasionally manages field-based staff. It shares a common vision with the Oceanic Fisheries Programme and the marine-related programmes of other agencies collaborating within the CROP Marine Sector Working Group.

The Programme also works in collaboration with FAO, ICLARM, and IRD as well as other CROP regional organisations, and maintains working relationships with several supra-national ENGOs, particularly the Pacific Islands Association of Non-Governmental Organisations, The Nature Conservancy, the International Marinelifelife Alliance, the Foundation for the Peoples of the South Pacific, and the World Resources Institute.

The programme currently has 26 staff, of whom 5 are locally-recruited technicians or administrators and 21 are internationally-recruited sectoral experts. These are organised into 6 sections which each address one of the objectives of the strategic plan. Individual section heads currently report directly to the Director of the Marine Resources Division. Apart from the Fisheries Development Adviser position, which is paid from SPC core funds, the work of the programme is currently funded by a basket of voluntary contributions from SPC members Australia, France, New Zealand and New Caledonia, and by special projects from the European Union, Taiwan, the Asian Development Bank and others. Most programme activities are implemented in collaboration with member country fisheries administrations, usually with commitments by them in cash or kind towards the achievement of joint goals including those specified by MOU. The direct budget of the programme is approximately 3 million cfp units.

## 10 LOGICAL FRAMEWORK MATRIX

**Goal:** The long-term social and economic value of small-scale fisheries and aquatic living resource use in Pacific Island waters is optimised.

Narrative	Performance indicators	Means of verification	Assumptions
<p>Objective 1 – A regional support framework for economically, socially and environmentally sustainable aquaculture planning, research and development by Pacific Island governments and private enterprises;</p> <p>Output 1.1: Establishment and maintenance of a regional network of contacts as a means of exchanging ideas, knowledge and experience on Pacific aquaculture issues</p> <p>Output 1.2: Establish &amp; maintain regional support to Pacific Government departments and private sector operators, as appropriate, in the establishment of environmentally and economically sustainable aquaculture:</p>	<p>1.1 SPC regional aquaculture network significantly improves communication and information flow to those involved in practical aquaculture planning, development, &amp; management</p> <p>1.2 SPC aquaculture programme is provides valid, useful, and rapid advice and assistance in response to appropriate requests</p>	<p>In general, across the programme:- (specific verification means will be included alongside detailed performance indicators in annual work plans)</p> <ul style="list-style-type: none"> <li>• CRGA reports</li> <li>• Audits</li> <li>• Independent programme review</li> <li>• Independent section review</li> <li>• Independent project review</li> <li>• Sectional reviews of sectoral issues</li> <li>• Heads of Fisheries Meeting consensus</li> <li>• Subsectoral Meeting consensus</li> <li>• Database records</li> <li>• SPC publication lists</li> <li>• Independent journal publications</li> <li>• Website publications and reports</li> <li>• Website hits and downloads</li> <li>• Records of responses to PICT requests</li> </ul>	<p>In general, across the programme:-</p> <p>The SPC CFP continues to be accepted by Pacific Island Fisheries Administrations as a sympathetic and responsive partner</p> <p>The SPC Marine Resources Division does not lose sight of the highest priorities and main problems of PICT fisheries administrations</p> <p>SPC Programme strategic planning mechanisms continue to be flexible enough to respond to occasional reassessment of regional fisheries priorities</p>

Narrative	Performance indicators	Means of verification	Assumptions
<p>Output 1.3: Development of the Pacific Island human resource base for aquaculture</p> <p>Objective 2 – Economically-viable and environmentally sound Pacific Island fishing enterprises;</p> <p>Output 2.1: Development of economically and ecologically sustainable Pacific Island fishing enterprises</p> <p>Output 2.2: Testing , development and publication of resource materials and case-specific advice on appropriate fisheries and fishing techniques:</p> <p>Output 2.3: National commercial fishery development plans</p>	<p>1.3 Database of aquaculture expertise in the region has 100% more entries at the end of year 3 compared to the end of year 1</p> <p>2.1 Enterprises assisted by the section remain sustainable, according to reasonable criteria of business success, and the Pacific Islands share of the value of regional tuna fishery landings and trade increases</p> <p>2.2 Significant augmentation of the body of available and useful practical information accessible to Pacific Island fisheries authorities and fishing enterprises on sustainable fishing methods</p> <p>2.3 A significant number of Pacific Island governments and fisheries administrations have in place specific plans and policies for the support and promotion of fully sustainable fishing enterprise</p>	<ul style="list-style-type: none"> <li>• Quarterly Fisheries Newsletter reports</li> <li>• Yearly programme donor reports</li> <li>• 6-monthly programme donor updates</li> <li>• Project donor reports as required</li> </ul> <p>PICT Fisheries Administration Annual Reports</p>	<p>SPC member voluntary funding mechanisms continue to be aligned with SPC strategic programme plans</p> <p>PICT Fisheries Administrations remain committed to ecologically as well as economically sustainable enterprise development</p> <p>PICT Fisheries Administrations continue to remain committed to joint activities with SPC, and the development of self-reliance, and do not come to rely on “turnkey” projects and fully externally-funded sources of assistance.</p> <p>PICT Fisheries Administrations continue to support broadening the consultative basis for decision making to include the private sector, communities and gender-balanced representation as appropriate.</p>



Narrative	Performance indicators	Means of verification	Assumptions
<p>Objective 3 – Environmentally sound and socio-economically achievable governance of reef and lagoon fisheries;</p> <p>Output 3.1: Assistance to individual PICTs in developing or rehabilitating, and promoting, socially inclusive and appropriate coastal fisheries development and governance policies and plans</p> <p>Output 3.2: Establishment and maintenance of databases of information on Pacific Island coastal fisheries and fisheries management practices, and publication of case studies and compendia</p> <p>Output 3.3: Establishment and maintenance of networks for sharing experiences and expertise in coastal fisheries management</p>	<p>3.1 Socially-inclusive coastal fisheries policies, plans, or legislation assisted by SPC are in place in at least 6 locations</p> <p>3.2 Database is established is and regularly updated and consulted</p> <p>3.3 SPC regional coastal fisheries management network significantly improves communication and information flow to those involved in the field</p>		<p>CROP agencies, other IGOs and NGOs working on regional ocean issues are able to successfully maintain distinct (if collaborative and complementary) fields of operation, and avoid mutual antagonism in the search for funding and client recognition.</p> <p>SPC staff recruitment mechanisms continue to place emphasis on expertise and applied experience relevant to regional fisheries and aquaculture</p>

Narrative	Performance indicators	Means of verification	Assumptions
<p>Objective 4 – Adequate human resource and technical skills capacity to <b>manage and derive sustainable economic benefit from the fisheries sector;</b></p> <p>Output 4.1: - Training courses and workshops in fisheries topics where there is high priority, with an emphasis on in-country vocational training for enterprise development</p> <p>Output 4.2: - Assessment of needs, and development of strategic plans for human resource development and training programmes in the fisheries sector</p> <p>Output 4.3: Co-ordination of fisheries training opportunities and exchange of information on training</p>	<p>4.1 Training provided is according to priority needs of PICT enterprise development policies and significantly improves the skills base in these areas</p> <p>4.2 PICT capacity for providing in-country fisheries training is significantly increased, in priority areas identified that have been assisted by the Section</p> <p>4.3 Pacific Island training needs coordinators are aware of all relevant training opportunities, and fisheries training providers are aware of appropriate needs in the region</p>		

Narrative	Performance indicators	Means of verification	Assumptions
<p>Objective 5 – Scientifically rigorous information on the status, exploitation levels and prospects of</p> <p>Output 5.1: - Establishment, and progressive improvement of quantitative assessments of the status of all aspects of reef fisheries at the local, national and regional levels;</p> <p>Output 5.2: - Assistance to Pacific Island fisheries administrations with scientific advisory or analytical input into reef fisheries management problems;</p> <p>Output 5.3: - Capacity development of Pacific Island scientists and researchers in reef fisheries assessment;</p>	<p>5.1 Comprehensive assessments for 5 PICTs are published to a high scientific standard</p> <p>5.2 Responses to relevant requests are considered adequate and timely</p> <p>5.3 3 person-years of direct attachment to the project achieved, at least 30 national researchers collaborate in fieldwork and at least 30 people attend workshops</p>		

Narrative	Performance indicators	Means of verification	Assumptions
<p>Objective 6 – A relevant and understandable aquatic living resource-based network of knowledge is readily available <b>to member countries and territories.</b></p> <p>Output 6.1: - Availability of useful information relevant to Pacific Islands fisheries development and management goals</p> <p>Output 6.2: - Effective dialogue and mutual awareness between specialists on topics of priority interest to Pacific Island fisheries administrations;</p> <p>Output 6.3: - Assistance to Pacific Islands in determining and prioritising their fisheries information needs and their strategies for fulfilling these needs;</p>	<p>6.1 Availability of useful information is significantly increased</p> <p>6.2 PICT Fisheries services and experts in topics of priority interest are mutually aware and in communication</p> <p>6.3 Fisheries information needs assessed or reassessed, and mechanisms for addressing them developed in collaboration with at least 6 PICTs</p>		