

Secretariat of the Pacific Community

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**Terms of Reference for the Review of the Oceanic and Coastal
Fisheries Programmes**

Marine Resources Division
Secretariat of the Pacific Community
Noumea, New Caledonia

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Secretariat of the Pacific Community

MARINE RESOURCES DIVISION – 2009 REVIEW OF THE OCEANIC AND COASTAL FISHERIES PROGRAMMES

Terms of Reference

Purpose

The purpose of the project is to assess the performance of MRD Oceanic and Coastal Fisheries Programme and, where needed, to assist to:

- Develop more effective programmes, and Strategic Programme Plans (SPP), to meet the needs and aspiration of Pacific Island Countries and Territories (PICTs) in relation to their fisheries resources; and
- To revise its operational management framework to implement these programmes and SPP through best practise delivery of services to PICTs

The Review may recommend changes to the current SPP and/or the current MRD Programme structure.

Rationale

The review of the Oceanic and Coastal Fisheries Programmes (OFP, CFP) has been scheduled during first quarter of 2009 as part of the Secretariat's programme of reviews. These reviews reflect SPC's corporate commitment to an "emphasis on results and accountability", to provide, "excellence of service", and "a commitment to transparency of operations" to improve the well-being of Pacific Island people (SPC Corporate Plan 2007 - 2012).

The Review will be managed by SPC's Strategic Engagement Policy and Planning Facility (SEPPF) and the draft completed for the consideration of SPC's Executive Team and key stakeholders by mid-March 2009.

The Marine Resources Division (MRD) also includes the Regional Maritime Programme, which will not be included in the Review.

The OFP and CFP have expanded their activities over recent years. The number of staff grew from 39 in 1998 to 59 by the end of 2008, with an operating budget of 933,280,000 CFP (approximately USD 9.3 million).

MRD currently covers a wide range of oceanic and coastal fisheries development activities :

- (a) **Oceanic Fisheries** — comprising Port Sampling and Observer Training; Biology and Ecology, Stock Assessment and Modelling, and Statistics and Monitoring; and
- (b) **Coastal Fisheries** — comprising Nearshore Fisheries Development and Training, Coastal Fisheries Science and Stock Assessment, Fisheries Information, Fisheries Management, and Aquaculture .

In November 2005, a new four-year OFP and CFP SPP was endorsed by CRGA and is currently being implemented. SPC is commissioning this review of the Oceanic and Coastal Fisheries Programmes to obtain an external assessment of their programme plans and their operational frameworks to guide their activities over the next 5 years.

Objectives of the Review

The main objectives of the Review are to:

- (a) gauge the efficiency and effectiveness of the OFP and CFP over the past 4 years in relation to performance and service delivery;
- (b) review and critique the current priorities, objectives and outputs as reflected in the SPP 2006-2008 according to the challenges and needs across fisheries and aquaculture sectors, and development partner requirements;
- (c) as a result of (b) above, recommend changes to the current OFP and CFP SPPs 2006 – 2008 as appropriate to ensure that SPC provides excellent technical services to assist PICTs maximise the sustainable contributions of fisheries and aquaculture to economic growth, food security and livelihoods; and
- (d) assess and recommend changes to the MRD functions, management, staffing, methods of service delivery and structure in relation to its capacity to achieve (revised) SPP outputs.

Scope of Services

The scope of services is intended to include recommendations to help guide future strategic directions for MRD and improve MRD's internal organisation and management, including the appropriate positioning of MRD within SPC's overall structure and its collaborative partnerships with PICTs, development partners, and other organisations active in the marine resources field. In this regard, the Review team will address the following aspects of the MRD's role, purpose and work programme:

A. Performance and Service Delivery

- (a) Review MRD's performance and assess to what extent it has succeeded in meeting its objectives and key performance indicators. Review the *outputs* and *outcomes* of programme activities and the extent to which it has succeeded in achieving its objectives.
- (b) Analyse the extent to which the MRD has helped PICTs meet the identified fisheries challenges of SPC member states with the resources available. Address to what extent the objectives of the programme responds to the expressed needs of the PICTs? Have changing country needs been adequately reflected in the programme activities? To what extent are the MRD activities adequately coordinated, including with other technical partner agencies, such as FFA and the Western and Central Pacific Tuna Commission and delivered in relation to country constraints, noting any obstacles to programme delivery? Has MRD made efficient use of resources?
- (c) With specific regard to human resource development, review the approaches used by the MRD to develop national capacity to implement programmes and deliver outcomes in SPC member states.
- (d) Note the extent to which the MRD plans for, and achieves sustainable outcomes, how it integrates SPC Joint Country Strategies, gender and environmental issues into its work programme and how its work contributes to the SPC Corporate Plan and Pacific Plan objectives.

B. Strategic Directions of the CFP and OFP MRD

- (a) Summarise the priority needs for research and technical assistance in the fisheries sector, both at the regional and country levels, to maximise the benefits of fisheries and aquaculture for economic growth, food security and livelihoods, from the viewpoint of countries, donors and technical partner agency viewpoints.
- (b) Compare current programme priorities and SPP against the Review findings and suggest any appropriate adjustments at the strategic or operational levels. In particular:
 - examine and comment on the current leadership SPC provides in the key issues and challenges facing oceanic, coastal and freshwater fisheries, and aquaculture and recommend any changes required;
 - highlight any current gaps in MRD activities that could provide opportunities for new SPC initiatives based on regional needs, emerging priorities (such as food security), and technological challenges, including partnerships with other fisheries agencies;
 - Identify areas where the level of service could be reduced or phased out – taking into account the involvement of other organisations in the sector at the regional and national levels;
 - Identify any activities that may need to be integrated into the programme, notably the CRISP¹ initiative, and make recommendations on how this should be implemented; and
 - In view of SPC corporate plans to decentralise, recommend how MRD should address this.

C. Programme Management and Capacity

- (a) Review MRD programme management capacity in relation to its current SPP and strategic objectives and country needs. Recommend any changes to the MRD management structure in relation to addressing improvements in cross-cutting functions at the administrative and operational levels.
- (b) Examine the crosscutting activities and recommend strategies to better integrate with other SPC programmes (such as Statistics and Demography) with the MRD and vice versa.
- (c) Assess the potential of the MRD to attract external financial and technical support to develop activities to respond to country needs.
- (d) Recommend any changes to MRD management structure in relation to implementing new initiatives to meet the needs and aspirations of the region, and to address improvements in cross-cutting functions at the administrative and operational levels.

Methodology

It is intended that the Review will be carried out using a number of evaluation techniques and be as participatory as possible. This approach will include the involvement and participation of MRD staff, as well as relevant internal and external stakeholders wherever practical during the Review. A Heads of Fisheries meeting, to be held in early February in Noumea, will provide an opportunity for the consultants to obtain the views of senior officials from all member countries individually, as well as discussing priorities during a workshop session. Furthermore, a Reference Group of eminent fisheries specialists from the Pacific region and MRD donor representatives will be consulted during the Review.

The Review will be based on a thorough assessment of the various MRD background documents provided, interviews with fisheries staff in a number of Pacific Island countries involved with national and regional programmes, as well as a comprehensive analysis of the impact of SPC MRD outcomes in PICTS. Consultations with officials from the Cook Islands, Fiji Islands, the Federated States of Micronesia, Kiribati, New Caledonia, Papua New Guinea and the Solomon Islands as part of the Review, to seek the views, comments, needs and expectations of PICT's fisheries officials and communities, as well as to note the profile and impact of MRD activities from external stakeholders and MRD service delivery clients. Questionnaires and other means of obtaining similar information will be used to obtain feedback from stakeholders in those PICTs where field visits do not take place.

It is intended to hold a meeting of Reference Group members in Noumea to comment on the Review's first draft following a presentation by the Review team leader. Feedback from the Reference Group members will assist the Review team to finalise the Review findings and recommendations.

Timing & Scheduling

The indicative Review timetable is as follows:

January	Small group meetings to assist draft TOR, and seeking expressions of interest from consultants.
January	Finalise TOR. Select Reference Group members. Engage consultants. Establish Reference Group communications. Prepare for field work. Mobilise consultants. Implement field work.
March	First draft completed. Reference Group virtual meeting. Final draft completed.
April	Review completed and printed. Executive Summary and recommendations translated and printed.

Expertise required

A team of two specialist fisheries consultants will conduct the Review, with logistical assistance from SPC SEPP Facility and MRD staff. One of the consultants will be the team leader. The team must have collectively the following expertise and experience:

General

- Broad understanding of current fisheries and economic development issues in the Pacific;
- Demonstrated knowledge of review methodology and experience with similar reviews and demonstrated understanding of programme and project planning;
- Strong analytic skills and ability to articulate a vision for developing SPC's role in the Pacific region's fisheries sector; and
- Proven cross-cultural and interpersonal communication skills.

Specific

- Familiarity with agencies involved with fisheries activities in the Pacific region, including fisheries management at regional or national levels; and
- Understanding of the role of fisheries management in economic development, fisheries policy and reform initiatives, fisheries workforce planning in the context of national fisheries programmes.

The team leader will be required to have demonstrated leadership skills and experience, negotiation skills, the ability to integrate results of multidisciplinary studies, an understanding of, and commitment to, participatory approaches in order to direct and co-ordinate the activities of the Review team.

Reporting Requirements

The principal output of the MRD Review will be a comprehensive report in MS Word addressing the abovementioned terms of reference (TOR) and the scope of services. It will include recommendations based upon well-argued and substantiated review findings and experience. In February the Review team will produce a draft report and present preliminary findings and recommendations to a Review Reference Group meeting in Noumea.

The final report will include an Executive Summary of no more than six pages (including a list of the recommendations with their priority level), the main body of no more than 35 pages and any essential annexes. Recommendations are expected to focus on, and be limited to, the main issues. The report will also include a list of abbreviations and acronyms used in the report and, attached as annexes, a list of persons consulted during the Review, a description of Review methodology and short field visit reports.

The structure of the report will closely follow the TOR for the Review. It must be clear from the report how the consultants have addressed each TOR.

ⁱ CRISP – a coral reef conservation and sustainable management initiative