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Summary/short description/key points:

This paper introduces the draft business plan 2022-2027 for the Pacific Community (SPC) Fisheries, Aquaculture and Marine Ecosystems (FAME) division. FAME has been providing scientific and technical expertise to support fisheries management and sustainable development in the Pacific for over 60 years. Our goal through this business plan is that *the fisheries and aquaculture resources of the Pacific region are resilient, and managed sustainably for economic growth, food security, and cultural and environmental conservation.*

The draft business plan is nested under the SPC's Strategic Plan 2022-2031 and guided by member priorities. Through this business plan, FAME will implement and contribute to all the Key Focus Areas of the SPC strategic plan.

Inspired by *Te Wa* - that is inherently linked with our Pacific identity as navigators, discovers and fishers, together we embark on a voyage of discovery and learning, integrating our Pacific knowledge, and empowered by trusting relationships and enduring partnerships.

**Recommendations:**

Members are invited to:

- review the draft FAME business plan 2022–2027,
- make suggestions where necessary, and
- consider and endorse the draft business plan 2022–2027 for SPC to commence implementation.



Pacific  
Community  
Communauté  
du Pacifique

# FAME BUSINESS PLAN

2022–2027



FAME

Fisheries,  
Aquaculture  
and Marine  
Ecosystems  
Division



# FAME BUSINESS PLAN

2022–2027



DRAFT



Pacific  
Community  
Communauté  
du Pacifique

Noumea, New Caledonia, 2022

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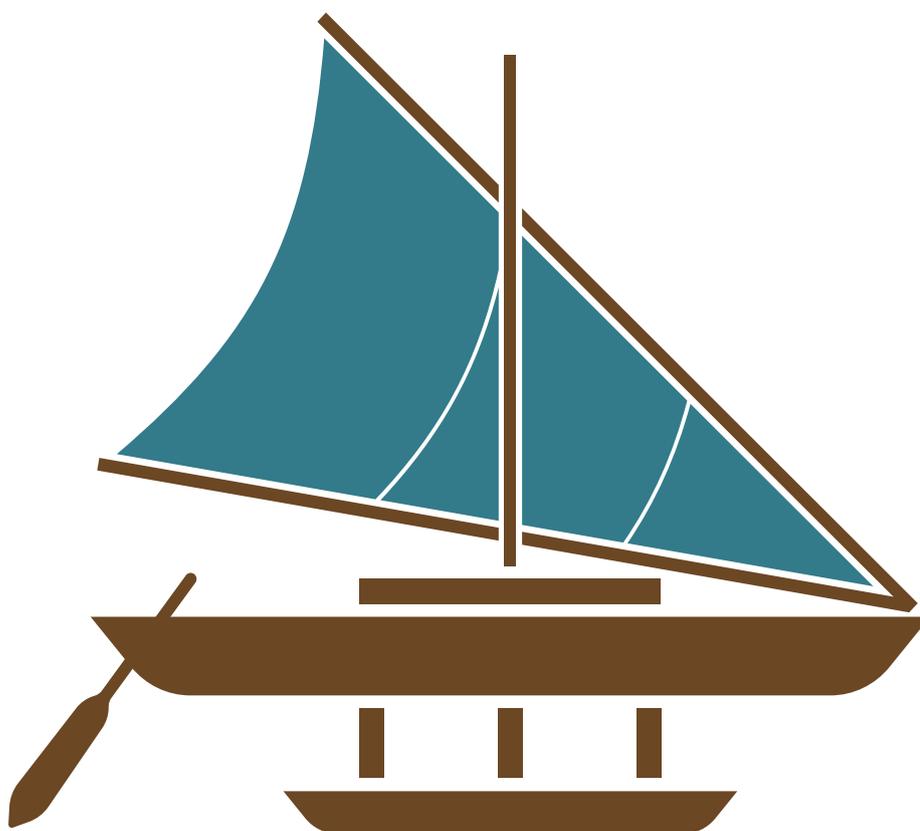
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# Foreword

<< Foreword from Neville Smith – Director, FAME >>

# Abbreviations

AQ	Aquaculture
CBFM	Community-based fisheries management
CEAFM	Community-based ecosystem approach to fisheries management
CITES	Convention on International Trade in Endangered Species
CFAP	Coastal Fisheries and Aquaculture Programme
CFSM	Coastal Fisheries Science and Management
DM	Data management
EEZ	Exclusive economic zone
FAME	Fisheries, Aquaculture, and Marine Ecosystems
FAD	Fish aggregating device
FAO	Food and Agriculture Organization of the United Nations
FEMA	Fisheries and Ecosystem Monitoring and Analysis
FFA	Forum Fisheries Agency
FFCMIN	Forum Fisheries Committee Ministerial Meeting
GDP	Gross domestic product
HoF	Heads of Fisheries
IS	Information Section
LMMA	Locally Managed Marine Area Network
MEL	Monitoring, evaluation and learning
MCS	Monitoring, control and surveillance of fisheries
MSG	Melanesian Spearhead Group
MSWG	Marine Sector Working Group
NGO	Non-government organisation
NZ	New Zealand
OFF	Oceanic Fisheries Programme
PCCOS	Pacific Community Centre for Ocean Science
PEARL	Planning, evaluation, accountability, reflection and learning (policy)
PICTs	Pacific Island countries and territories
PIFS	Pacific Islands Forum Secretariat
PNA	Parties to the Nauru Agreement
SAM	Stock assessment and modelling
SMT	Senior Management Team
SPC	Pacific Community
SPREP	Secretariat of the Pacific Regional Environment Programme
TNC	The Nature Conservancy
UN	United Nations
USP	University of the South Pacific
WCPFC	Western & Central Pacific Fisheries Commission
WCPFC–CA	Western & Central Pacific Fisheries Commission—Convention Area
WCPO	Western and Central Pacific Ocean
WCS	Wildlife Conservation Society
WWF	Worldwide Fund for Nature (also known as World Wildlife Fund in USA)
XFP	French Pacific franc

# 1 Introduction

Our business plan for the next five years is anchored under SPC’s Strategic Plan 2022–2031 and guided by members’ priorities expressed in the regional frameworks, [Future of fisheries: A regional roadmap for sustainable Pacific fisheries](#) and [New song for coastal fisheries – pathways to change: The Noumea strategy](#). The plan is also in line with the aspirations outlined in the 2050 Strategy for the Blue Pacific Continent.

Our role in implementing SPC’s Strategic Plan 2022–2031 (Fig. 1) will include:

- providing technical and scientific advice on marine ecosystems, fisheries and aquaculture, including leveraging other capabilities in SPC, such as gender mainstreaming, climate change and ocean science;
- supporting management of sustainable coastal fisheries and aquaculture;
- enhancing the capacity and capability of fisheries counterparts through cohorts and certification training, and on-the-job attachments;
- contributing to food security and nutrition outcomes by enhancing the sustainable supply of nutritious blue and aquatic foods;
- providing regional and national-level technical advice for managing sustainable tuna (and related species) fisheries.
- supporting coastal fisheries and aquaculture production and market access;
- supporting climate-smart interventions, including national and regional fisheries policies and frameworks;
- demonstrating effective leadership, partnership, coordination and collaboration in providing science-based fisheries management advice;
- integrating SPC’s Social and Environmental Responsibility (SER) policy (people-centred approach).

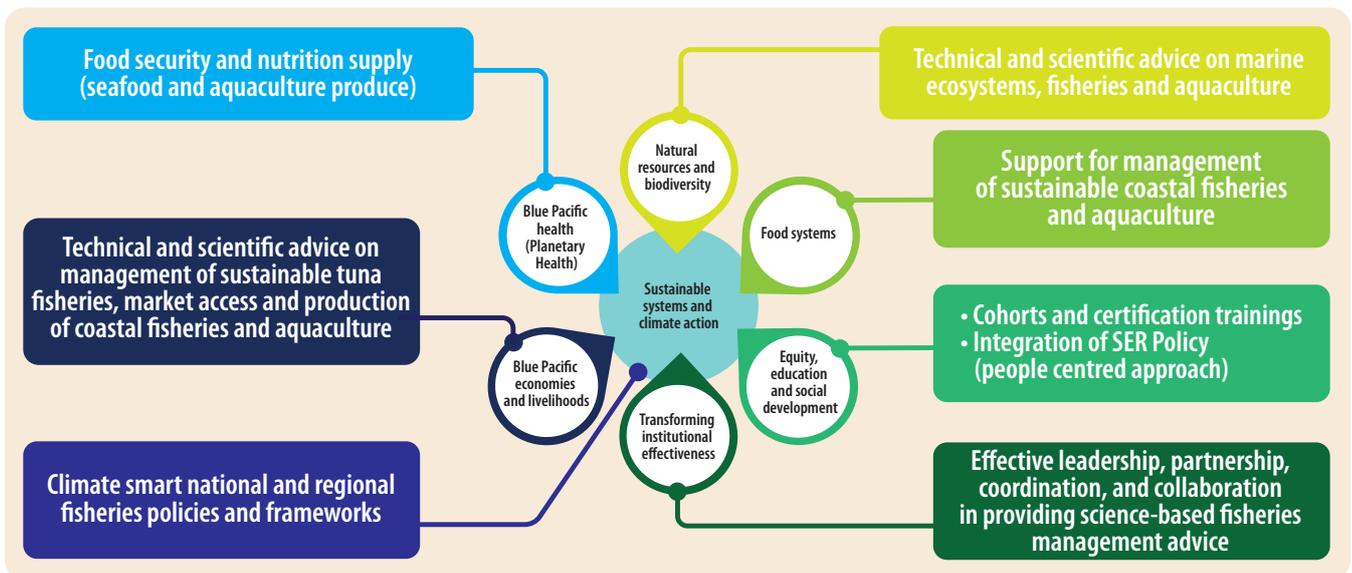


Figure 1: FAME’s role in implementing SPC Strategic Plan 2022-2031 under each Key Focus Areas (KFA)

This plan is complemented by the plans of FAME’s two programmes, the Coastal Fisheries and Aquaculture Programme (CFAP) and Oceanic Fisheries Programme (OFP), which define concrete deliverables for each year, thus allowing regular monitoring of performance.

## Our role and purpose

**Our role** is to serve our members' needs through generating scientific evidence and knowledge, innovation, enhancing individual and institutional capacity, and building trusted relationships in culturally and contextually responsive ways to support sustainable management of regional and national fisheries and aquaculture resources.

**The purpose** of the business plan is to:

- highlight key ongoing work priorities for the FAME Division in supporting members' needs in the region;
- describe FAME's role in One SPC through integrated programming and other related work areas; and
- inform our partners and stakeholders of FAME's ongoing and emerging priorities.



# 2 Development Context

## Blue Pacific context

With their varied land mass, ocean space, culture and level of economic development, Pacific Island countries and territories (PICTs) are vastly diverse, yet uniquely similar in the challenges they face. Their fisheries and aquaculture resources are the lifeline of Pacific people, providing food security, livelihoods and employment, and opportunities for economic growth.

Marine fisheries resources are categorised as coastal and oceanic. These categories differ with respect to species diversity, resource conditions, and the interventions used to manage them (FAO 2009).

### Regional tuna fisheries

Tuna fisheries range from small-scale artisanal operations in coastal waters to large-scale, industrial purse-seine, pole-and-line and longline operations in the exclusive economic zones (EEZs) of Pacific Island states and international waters (high seas). The main species are skipjack tuna, yellowfin tuna, bigeye tuna and albacore tuna.

The most recent stock assessments (SPC 2020)<sup>1</sup> indicated all four targeted tuna species are estimated to be of a healthy and sustainable status as none are considered to be overfished. However, current management arrangements need to be, at a minimum, maintained to sustain this positive stock status. For South Pacific albacore, in particular, fishing levels need to be reduced to achieve the recently adopted, interim target reference point level that reflects desired, economically viable catch rates.

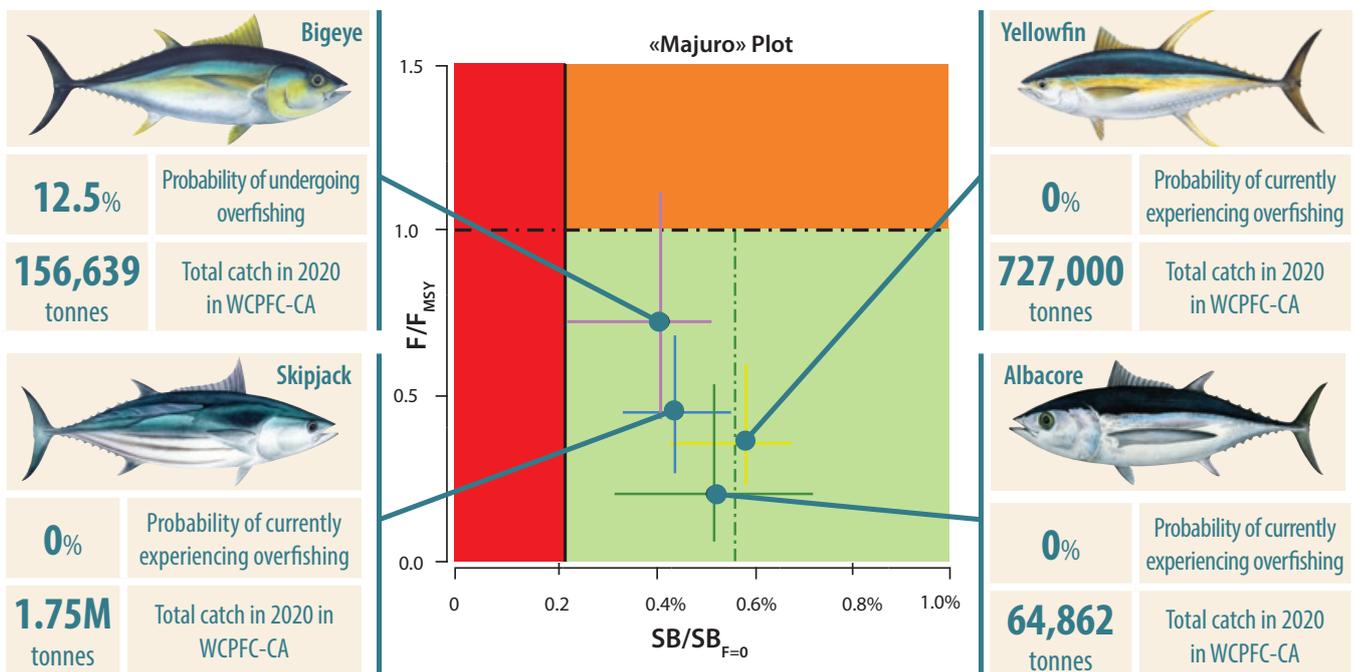


Figure 2: Status of Tuna in the region and total catch in 2020

<sup>1</sup> The western and central Pacific tuna fishery: 2020 overview and status of stocks. [https://www.spc.int/DigitalLibrary/Doc/FAME/Reports/Hare\\_21\\_western\\_central\\_Pacific\\_tuna\\_fishery\\_stock\\_overview\\_2020.pdf](https://www.spc.int/DigitalLibrary/Doc/FAME/Reports/Hare_21_western_central_Pacific_tuna_fishery_stock_overview_2020.pdf)

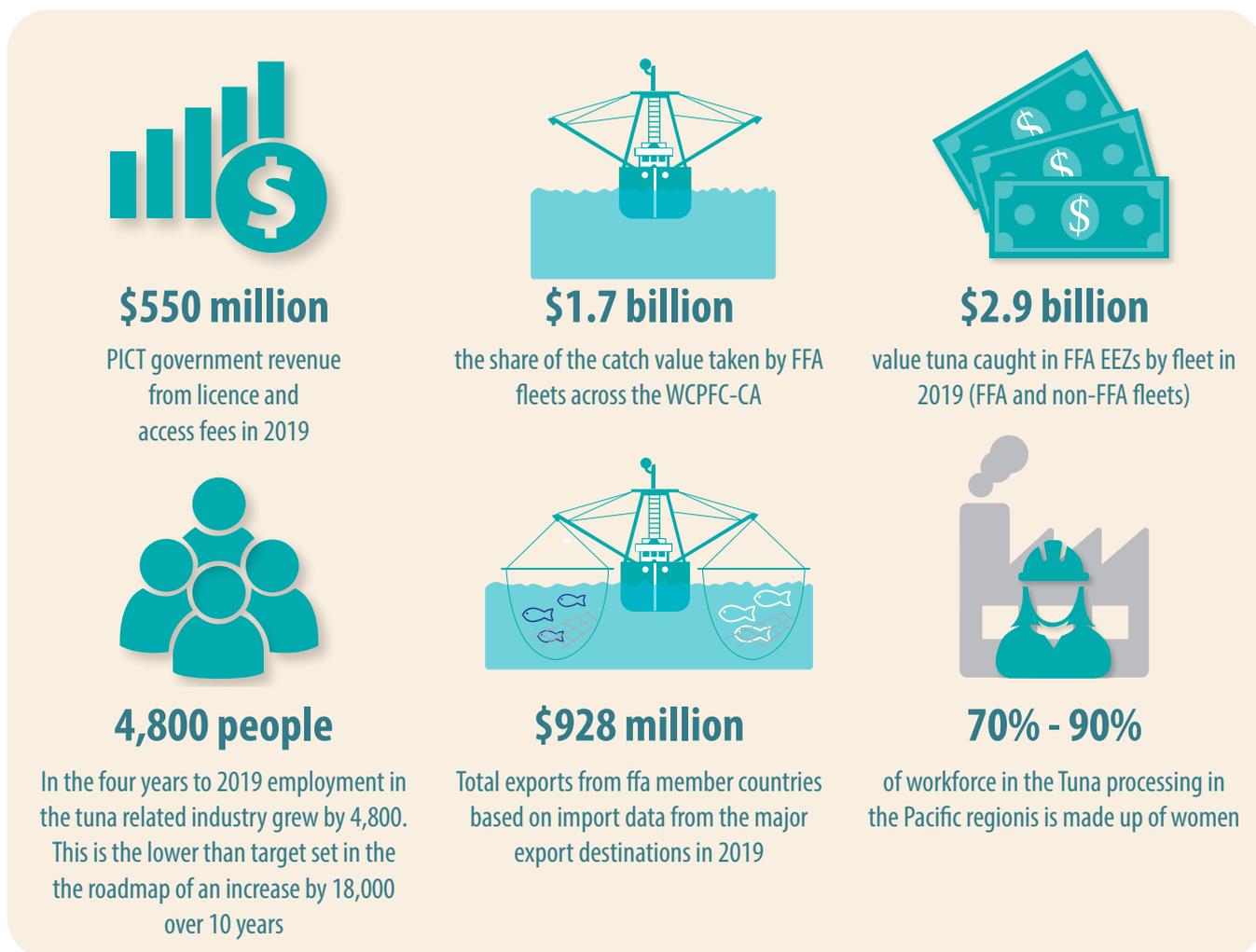


Figure 3: Economic contribution from tuna in the Pacific region

### Coastal fisheries and aquaculture

The Pacific region has a wide range of coastal fisheries, freshwater and aquaculture resources that are socially important, ecologically significant and economically valuable. Individuals, households, communities and the private sector use these resources for cultural purposes, as a food source and as a means to derive an income.

Coastal resources cover a diversity of finfish and invertebrates, from demersal (bottom-dwelling) species to those that live in shallow-water habitats, with individual movements generally restricted to coastal areas. In the larger Pacific islands, freshwater fish and shellfish inhabit streams, rivers and lakes. Aquaculture in the region centres on a small number of resources: black-lip pearl oyster, penaeid shrimp, tilapia, milkfish, giant clam and seaweed.

Over the years, catches of the most accessible coastal resources – fish, shellfish and seaweed of the lagoons and reefs – have been declining in many Pacific islands. This is compromising food supply and livelihoods for the many communities that depend on these resources. The decline in catches has also increased reliance on imported goods, especially low-quality protein, contributing to nutrient-deficient diets and high prevalence of non-communicable disease in the region.

The increasing fishing pressure on their coastal fishery resources is a concern for many PICTs. They have recognised the importance of strengthening the management of their coastal fisheries to enhance the sustainability of these valuable resources, while also focusing on creating alternative livelihoods and income-generating activities.

Development of sustainable and resilient fisheries and aquaculture also depends on the engagement of women, young people and marginalised groups. In the fisheries sector, the role of women has been invisible or unrecognised. To achieve empowered and resilient communities, women, young people and marginalised groups need to play a greater role in decision-making and have more equitable access to, and use of the benefits from fisheries and aquaculture, including through support for market development and value chains, especially given the high involvement of women in post-harvest activities.



Per capita fresh fish consumption

**88%**

of households consume fish or seafood weekly in the Pacific

**58 kg** of fresh fish is consumed per person, per annum in the region.



Access to fisheries resources and benefits

**26%**

of households participate in fishing

**7%**

of household sell fish and **6%** expenditure is spent on fish.



Value added to GDP from coastal catch

**USD 305 million**

Coastal catch (estimated commercial and subsistence) added over USD 300 million to GDP in 2014 (Gillett 2016)



Resilient coastal fisheries through strong legislations

**14 PICTs**

have enacted new coastal fisheries management legislation since 2015.



Empowering and resilient coastal fisheries through strong policies and management plans

**16 PICTs**

have a current coastal fisheries policies, roadmaps or strategy in place.



The need to scale-up coastal fisheries management through CBFM

**Less than 10%**

of coastal communities in the Pacific have received some level of support for CBFM and large areas are not under effective management.



**Almost 50%**

of fishing activities that are crucial to Pacific livelihoods are carried out by women. This is much higher than the international average and yet women's contribution to the sector have been largely undocumented.

Figure 5: Economic contribution from coastal fisheries in the Pacific region



# 3 Regional priorities

## Sustainable Development Goals 2015–2030

Although our focus is on contributing to achieving Goal 14, Life below water, of the Sustainable Development Goals, our work will also support progress towards six other SDGs.



## Regional frameworks and commitments

To guide our journey towards achieving our goals, this business plan will work within existing and future regional frameworks and strategies for marine resources and aquaculture. Existing frameworks include:

Regional framework on aquatic biosecurity

A regional roadmap for Sustainable Pacific Fisheries

A new song for coastal fisheries – pathways to change

Pacific framework for Action on Scaling up CBFM

## Drivers of change affecting fisheries and aquaculture in the region

The fisheries and aquaculture sectors in the region are undergoing rapid changes due to both regional dynamics and to global trends related to climate change, COVID-19, food security, population growth and shifting of the geopolitical landscape. These changes require FAME to use strategic foresight and to position itself to serve the needs of members and navigate these challenges in a way consistent with national priorities, regional frameworks and SPC's Strategic Plan 2022–2031. The main drivers of change affecting the fisheries and aquaculture sector in the region are:

- climate change, resulting in more frequent and intense natural disasters;
- population growth and migration, which increase pressure on fisheries and aquaculture resources;
- challenges in managing marine resources and ecosystems, and biosecurity;
- digital technology and innovation, which are profoundly changing the way we do business, communicate and live;
- regional and international geopolitics, and competition for influence in the region.

## COVID-19 response and recovery

The COVID-19 pandemic has disrupted supply chains and seriously affected the fisheries and aquaculture sectors. Management of sustainable fisheries is essential in the region to ensure continuity of economic growth, livelihoods and food security.

In coastal fisheries, de-urbanisation, loss of income/jobs in the tourism sector, and a general economic downturn are putting additional stresses on already heavily exploited coastal fisheries resources (high demand, limited supply, limited management). The aquaculture sector has been affected by limited access to feed and fingerlings, and loss of income from high-value species such as giant clams for aquarium markets, pearls and shrimps, with the collapse of tourist markets and reduced export opportunities. Communities are relying more than ever on coastal fisheries and local aquaculture resources, with an increasing interest in small-scale, low-value aquaculture fish such as tilapia and milkfish for food security and livelihoods.

Members' needs and priorities shifted when countries and territories imposed border restrictions, thus affecting the economies and livelihoods of citizens. These restrictions have also contributed to significant shifts in how FAME delivers its work to member countries. The five-year business plan has a continued focus on supporting members' recovery from the impacts of COVID-19.



PNG Tilapia cage culture ©Tim Pickering (SPC)

# 4 About FAME

As one of SPC's oldest divisions, FAME has been providing scientific and technical expertise to support fisheries management and sustainable development in the Pacific for over 60 years.

FAME has two programmes: the Oceanic Fisheries Programme (OFP) and the Coastal Fisheries and Aquaculture Programme (CFAP). Working with all 22 PICTs, FAME has strong partnerships with regional, subregional and national entities working in the marine sector. The division has around 130 staff, who are based in New Caledonia, Fiji and Federated States of Micronesia. Most of its staff are located in New Caledonia.

## Governance and strategic direction

FAME comes 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, the Regional Fisheries Ministers Meeting, and other regional bodies and meetings as they relate to FAME's work (e.g. Western & Central Pacific Fisheries Commission (WCPFC), Forum Fisheries Committee Ministerial Meeting (FFCMIN), Parties to the Nauru Agreement (PNA) and Regional Technical Meeting on Coastal Fisheries and Aquaculture).

## Organisational structure

FAME has two programme areas, CFAP and OFP. The Director's Office supports OFP and CFAP through the provision of information management, communication, planning and monitoring, evaluation and learning. FAME is committed to operational excellence as an additional value of working across SPC.

FAME is led by a Director and two Deputy Directors. One Deputy Director leads OFP and the other leads CFAP. These three positions, along with FAME's Chief Scientist and the managers of each section or unit, make up the Senior Management Team (SMT).

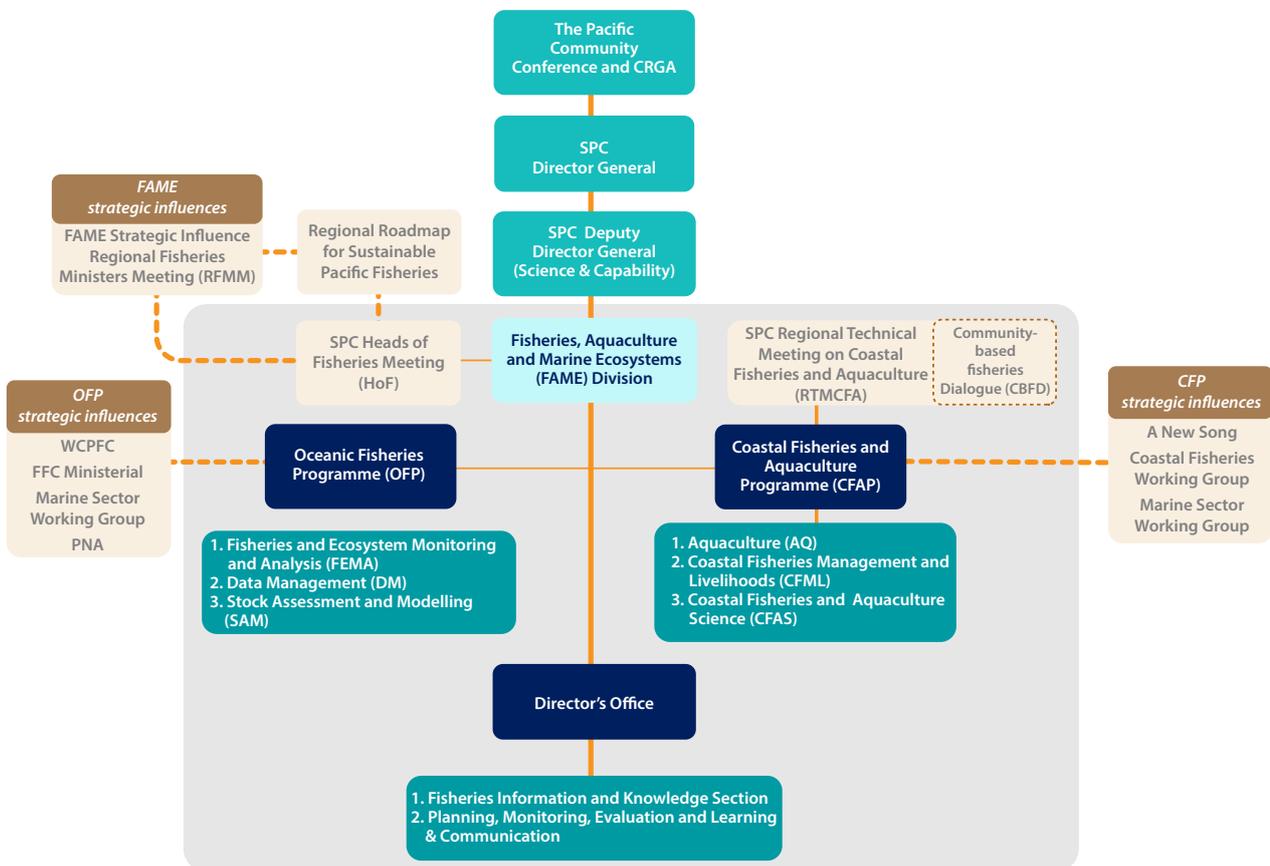


Figure 6: FAME management arrangements and sector-specific input



## Our vision and mission

FAME's business plan is aligned with SPC's vision. We are voyaging towards a resilient Pacific – a region of peace, harmony and prosperity, where all our people and communities live safe, free, healthy, sustainable and productive lives. As way finders, our paths are intertwined with the culture, environment and resources of our Blue Pacific Continent. We recognise our role as stewards of the Pacific Ocean and are responding with urgent, collective action to the threat of climate change.

**Mission: To progress all Pacific people's rights and well-being through science and knowledge, guided by our deep understanding of Blue Pacific contexts and cultures.**

## Our goals

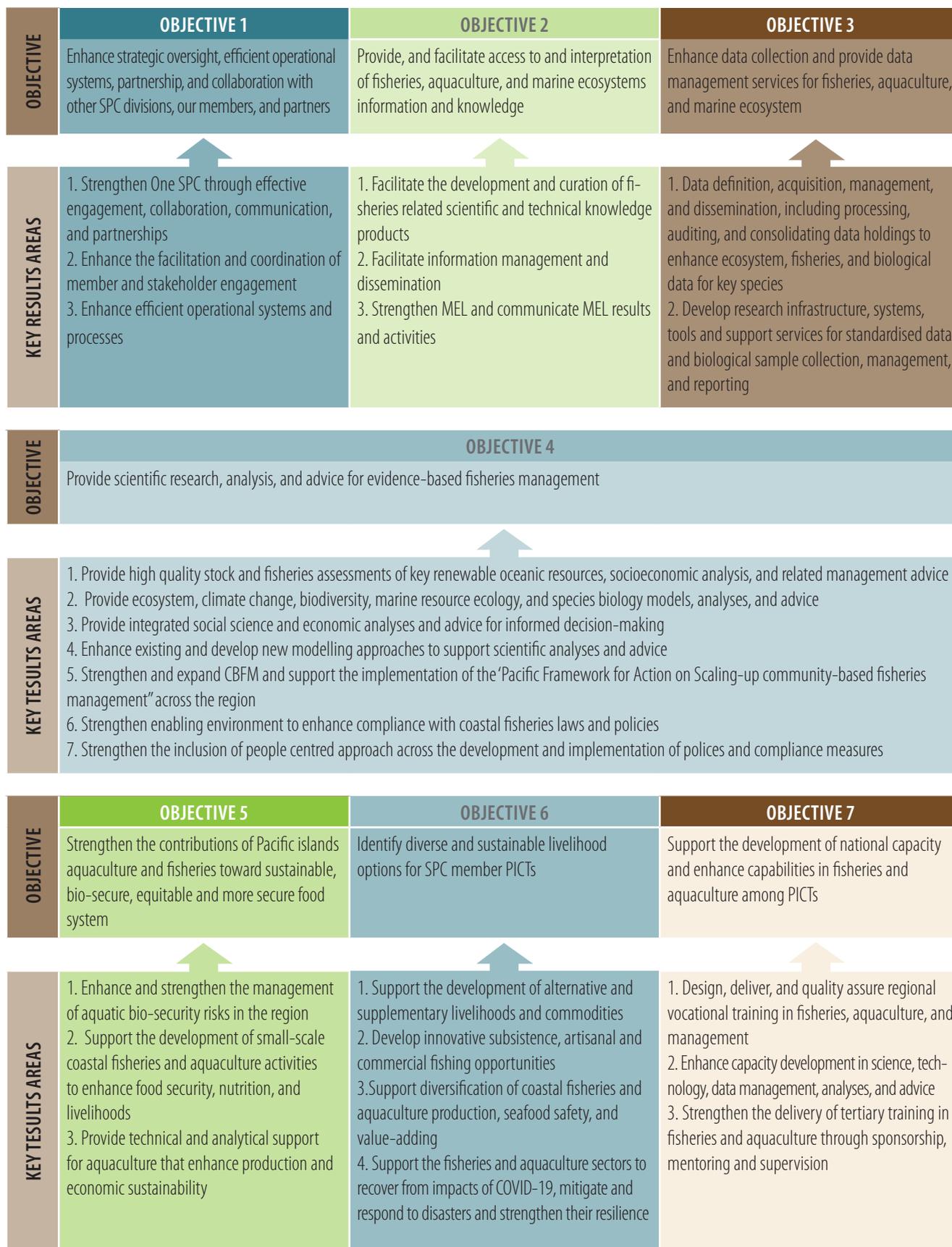
FAME's overall goal is that the fisheries and aquaculture resources of the Pacific region are resilient, and managed sustainably for economic growth, food security, and cultural and environmental conservation.

CFAP's goal is to guide and advise on, and respond to, members' needs to effectively manage and equitably benefit from their coastal resources and aquaculture development options through emerging technologies, evidence-based management and people-centred approaches.

OFP's goal is that fisheries exploiting the region's resources of tuna, billfish and related species are managed for economic and ecological sustainability, using the best available scientific information.

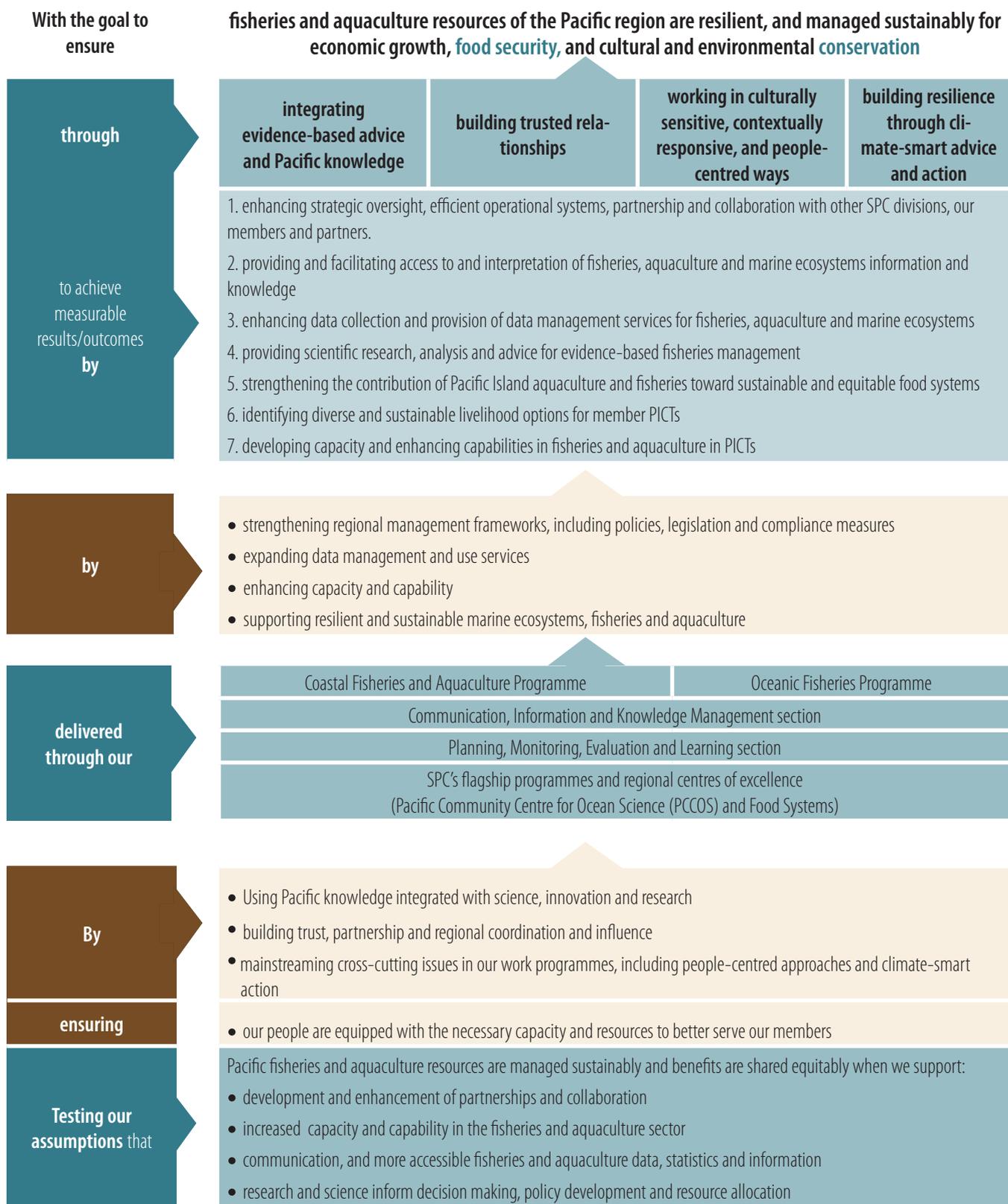
# Our objectives and key result areas

To help achieve these goals, FAME will focus on seven objectives, building on the 2016–2020 business plan objectives, through an extensive consultative process. These objectives provide the framework for the development of work plans for FAME’s main organisational units and will be the responsibility of CFAP and OFP. The two programmes will be supported by the Fisheries Information and Knowledge Section, and the Planning, Monitoring, Evaluation, Learning and Communication units in the Director’s Office, and will be delivered through FAME’s key result areas.



# Theory of change (narrative)

Together, as **One SPC**, we aspire to a resilient Pacific region where fisheries and aquaculture resources are managed sustainably to achieve long-term economic growth and to provide food security and social and ecological benefits for current and future generations of Pacific Island people.



# 5 Te Wa – Our journey

*Te Wa* – or *va'a, lagatoi, drua, waka ama* – is inherently linked with our Pacific identity as navigators, discoverers and fishers. For centuries, *Te Wa*, as the canoe is known in Kiribati, has carried us across vast oceans, enabled us to discover islands and people, and empowered us to explore beyond our horizon. *Te Wa* is a physical manifestation of the connection between people, land, sky and sea.

Today this magnificent piece of maritime architecture is still a significant part of our Pacific life and journey. Inspired by *Te Wa*, together we will embark on a voyage of constant discovery and learning integrated with our Pacific knowledge, and empowered by trusting relationships and enduring partnerships that nurture openness and shared responsibilities for our blue ocean.

It is our hope and aspiration that this journey will lead us towards a resilient Pacific where fisheries and aquaculture resources are managed sustainably to foster economic growth, ensure food security, and support cultural and environmental conservation.



## Regional frameworks, policies, legislation, and compliance

*Te Wa* remains a traditional and sacred craft that requires careful planning guided by generational knowledge and specific skill sets that has been passed on from generations. It represents the regional frameworks, policies, legislations, and compliance measures that are developed and endorsed by members to provide regional guidance and direction.



## Our People

**The sail** (*te ie*) mostly made of mat woven by women, harnesses wind to propel *Te Wa* forward. It represents our people – resilient, adaptive, and equipped with skills and resources to move forward on this journey.



## Data management and utilisation

Information about weather and ocean swells are critical to prepare and navigate the *Te Wa*. It represents our ability to manage and provide up-to-date scientific data on fisheries and aquaculture.



## Pacific knowledge integrating with science, innovation, and research

**Steering paddle** (*te bweerua*) helps to move *Te Wa* forward and navigate towards a direction: Pacific sailors are outstanding navigators. They interpreted the formation and colour of clouds to identify islands. Birds and species of fish would give indication of distance to land. Star paths and oceans swells to navigate distances. At FAME, we will use the Pacific knowledge; integrating with science, innovation and research to better inform our journey.



## Capacity and capability

The **hull** of *Te Wa* is the main body that carries people and provides storage. It symbolises our role as provider of technical and scientific advice to our members by embracing emerging technologies, capacity and capability to guide the journey.



## Resilience and sustainability

*Te Wa* is made from vegetal components. They are carefully chosen to be flexible to resist humidity, sun-proof, shock-proof and be able to stand test of time. It represents our effort in supporting the fisheries and aquaculture sector in the region to be resilient, sustainable, and responsible.



## Building trust, partnership, and regional coordination

The **outrigger float** (*te rama*) that is link to the **cross beams** (*te kiaro moti*) balance and steadiness to the canoe and keep the hull upright. It represents our relationship with our members, partners, donors, and stakeholders. The relationship that is built on trust, mutual respect and sharing and collaboration for our blue ocean. The steadiness rendered provides us with the confidence and support to navigate the known and unknown challenges



## Regional frameworks, policies, legislation and compliance

Our work will continue to support members, enhancing their capacity and capability to develop, implement and review their policies, laws, regulations and other compliance measures to ensure an enabling environment for the effective and equitable management of sustainable fisheries and aquaculture resources.

## Our people

The capacity and capability of our people are central to what we do in responding to members' needs and priorities.

Close partnership, networking, collaboration and dialogue with colleagues from other SPC divisions and with counterparts from our members, the private sector, the Council of Regional Organisations in the Pacific (CROP), development partners, donors and non-state actors are fundamental to ensuring we reach our destination.

## Pacific knowledge integrated with science, innovation and research

Our members own SPC, and their needs and priorities drive our work. We combine our members' knowledge, and our own understanding of the regional fisheries sector, with science, innovation and research to effectively address those needs.

## Data management and use

An important part of our ongoing work involves supporting and enhancing the capacity and capability of our members to collect data and manage marine ecosystem, fishery and aquaculture data.

Our members have long understood the value of fishery and aquaculture data at both national and regional levels. They have entrusted us to maximise that value through the collaborative design of fit-for-purpose data collection systems and tools, and the development of database systems to manage and report their data. Our work also involves curation of data at the regional level to enable provision of monitoring, scientific advice and management support.

## Capacity and capability

Our capacity and capability to respond to our members' needs and deliver the services they require have been demonstrated by the successful implementation of previous business plans. We will continue to enhance the capacity and capability of our members to ensure the region's fisheries and aquaculture resources are resilient, sustainable and equitably managed, and provide benefits for everyone.

## Resilience and sustainability

Our focus is to promote responsible use of marine resources, including fisheries and aquaculture, which underpin productivity, environmental sustainability, food security, economic growth and livelihoods.

## Building trust, partnership and regional coordination

Partnership, built on trust, mutual respect and consistent collaboration with CROP agencies, WCPFC and the PNA Office, regional and international research institutions, donors, development partners, civil society partners, the private sector and other stakeholders, has enabled FAME to continue to deliver to members and achieve results.

## Mainstreaming people-centred approaches

Our ongoing partnership and collaboration with SPC's Human Rights and Social Development Division will continue to support fisheries and aquaculture practitioners and managers to integrate gender, promote social inclusion, and ensure environmental responsibility in their work. Guided by SPC's SER policy, we will continue to strengthen our work on empowering women, girls, youth and marginalised groups to participate in, contribute to managing, and benefit from fisheries and aquaculture resources.

# 6 Our work across SPC (One SPC)

## Our collaboration with regional offices

SPC's three regional offices support members in Melanesia, Micronesia and Polynesia. These offices serve as hubs to support SPC programming, resource mobilisation and service delivery, and ensure SPC programmes respond to the needs of all PICTs.

Regional offices also assist in-country and subregional coordination with FAME's national development partners. Information from these offices will inform and strengthen implementation of the business plan by ensuring FAME is aware of country and territory contexts, emerging events, priorities, and the activities of other development partners on the ground to avoid duplication and encourage collaboration.

## Our work on country programming

Our support to members is, and always has been aligned with national and regional development priorities. We were one of the first SPC divisions to participate in SPC's country programming agenda. This business plan fully integrates country and regional-level priorities and needs, and is guided by existing country and territory agreements between SPC and several member PICTs. Our work will continue to be informed by, and aligned with priorities identified between SPC and its members.

## Our work with Integration and Resource Mobilisation

We will increase our collaboration with the Integration and Resource Mobilisation Office (IRMO) to ensure FAME contributes to and benefits from optimal use of resources to serve the Pacific. FAME will work with IRMO to integrate the priorities identified in our business plan to mobilise resources and ensure effective use.

## Our work with the Pacific Community Centre for Ocean Science

The quality of scientific and technical services available at SPC is highly regarded regionally and internationally. SPC established PCCOS in 2019 to:

1. improve internal collaboration in ocean science at SPC;
2. enhance regional and international collaborations in ocean research; and
3. improve the ocean services delivered to member countries.

FAME collaborates closely with PCCOS, and contributes to and benefits from its objectives.

## Our work in Food Systems

FAME contributes technical expertise, relationships and resources to the SPC Food Systems flagship, a cross-divisional, multi-disciplinary integrated programme set up to implement key focus areas related to Food Systems in SPC's Strategic Plan. We will work in coordinated ways to enhance the contribution of our work to Food Systems outcomes, including nutrition, health and livelihoods. We lead SPC's engagement in the Aquatic/Blue Foods Action Coalition, which is one of the eight international coalitions of member governments, institutions and non-governmental organisations (NGOs) to emerge from the United Nations Food Systems Summit, raising the profile of aquatic and blue foods in the global food system, and accelerating progress to achieving the SDGs.

## Our work with the Pacific Data Hub

FAME will continue to work with the Pacific Data Hub to ensure secure and safer access to fisheries data that meets members' needs, including through implementation of our data policy guided by SPC's data governance policy and framework.

## Our work on climate change

FAME supports implementation of the climate-related work necessary to achieve the objectives of its business plan and the needs of Pacific administrations as they adapt their fisheries to climate change. Our work is designed to be proactive so that administrations are able to provide regional and global leadership to protect and enhance Pacific livelihoods and sustainable use of their fisheries and aquaculture resources under a changing climate.

The thematic areas:

1. Knowledge generation – providing a regional baseline and tools for evidence-based policy development and decision-making towards resilient fisheries and aquaculture.
2. Regional and national capability – increasing regional and national capabilities in fisheries and aquaculture through national attachment programmes and short-course training to interpret climate science and general policy for climate resilience.
3. Solutions – converting current information into decision-ready tools and solutions for operationalising climate adaptation in fisheries and aquaculture policies, planning and management, such as climate-tuned control rules, national dashboards and regional report cards.

These work areas will improve understanding and capability in the region and facilitate proactive and evidence-driven management.

SPC is developing a Climate Change integrating programme: the Climate Change Flagship will be the new home of the key cross-cutting issue of climate change. The flagship will support the strengthening of FAME climate-driven action, in articulation with other divisions work throughout the climate change components.

## Partnership

### Key donor partners

FAME's key donor partners include the Governments of Australia and New Zealand, the European Union and United States of America.

### CROP partners

#### Forum Fisheries Agency (FFA)

FFA is a key implementing partner for OFP. SPC provides scientific and technical advice, while FFA provides management, development, and monitoring, control, surveillance and enforcement support to the region.

Key areas of the OFP and FFA partnership include supporting members to develop national tuna management plans, maximising the economic benefits from tuna resources through joint development of bio-economic models, and supporting observer and port-sampling programmes. FAME also partners with FFA through the CFAP programme in the areas of coastal fisheries monitoring, surveillance, control and enforcement, national legislative support, and some tuna fishery development activities.

#### Other CROP partners

FFA and SPC are alternating chairs of the Marine Sector Working Group (MSWG) chaired by PIFS. The group includes CROP agencies working in the marine sector (FFA, SPC, University of the South Pacific (USP), and Secretariat of the Pacific Regional Environment Programme (SPREP)). FAME provides scientific and technical support to the Office of the Pacific Ocean Commissioner, hosted at PIFS, to contribute to the Commissioner's work in uniting PICTs through sustainable ocean management and use, with a focus on coordination, collaboration and integration. SPC also collaborates with PIFS in its work on marine resources through the Pacific Ocean Alliance network. FAME partners with USP to deliver training and education in the fisheries and marine sectors, and collaborates with SPREP on several marine resource issues, including habitat mapping and surveys, and the Convention on International Trade in Endangered Species (CITES).

## Western and Central Pacific Fisheries Commission

WCPFC provides the management arrangements for the key tuna stocks of the western and central Pacific Ocean (WCPO), while also protecting other species caught in association with those stocks including bycatch. OFP provides data management and scientific services to WCPFC to ensure the best possible basis for management decisions, as well as assisting PICTs to meet their obligations as Commission members and to provide the evidence they need to analyse their own national interests.

## Other subregional groups

FAME also provides scientific services and support to PNA, the Melanesian Spearhead Group (MSG) and other subregional groups of SPC's members.

## Civil society organisations, non-state actors, private sector partners and academic institutions

NGOs play a major role in coastal fisheries management, in particular, spearheading the change in focus from fisheries development to fisheries management, and emphasising community participation. FAME works with many NGOs in the fisheries sector, including, but not limited to, WorldFish, Locally-Managed Marine Area Networks, Worldwide Fund for Nature, Wildlife Conservation Society, Conservation International and the Pew Charitable Trust, and The Nature Conservancy. In addition to USP, FAME partners with other key academic institutions across the region, including James Cook University, University of Wollongong, Vanuatu Maritime College, University of New Caledonia, University of Queensland, University of Otago and University of the Sunshine Coast.

## Other international organisations

FAME works in collaboration with New Zealand's Ministry of Primary Industries to provide technical assistance in developing fisheries management plans and deliver training in monitoring, control and surveillance (MCS) of fisheries. FAME also continues to develop partnerships with FAO and other UN agencies working in the region.



Marine shrimp harvest ©Tim Pickering (SPC)

There are a number of potential risks and constraints to achieving the results outlined in this business plan. A key risk is around the uptake of scientific and technical advice provided by FAME. While we exert some influence, broader economic and political environments mean that fisheries programmes in the region may not be in control of implementing the solutions advised. The table below highlights key risks and proposed strategies. Risks, and the effectiveness of risk management strategies, will be monitored and reviewed over the course of the business plan to ensure that changing circumstances or unforeseen risks are identified and addressed.

Key risks	Potential impact	Risk profile	Proposed risk management (responsibility)
<b>External</b> Science-based advice, or drafted legislation, plans and policies are not taken up or implemented <i>Risk to Objectives 4, 5 and 6</i>	Outcomes for sustainable management and development are reduced where implementation does not occur	Likelihood: Possible Consequence: Major <b>Risk profile: Medium</b>	<ul style="list-style-type: none"> <li>• Improve direct engagement and provision of information to decision-makers where possible (all staff)</li> <li>• Monitor and identify gaps or blockages, and look at options for intervention or assistance to progress implementation (all staff)</li> <li>• Explore options to collaborate with regional organisations and NGOs to progress implementation (all staff)</li> </ul>
<b>Financial</b> Inadequate resources to implement work programmes <i>Risk to all objectives</i>	Work on result areas is not implemented due to resource constraints	Likelihood: Possible Consequence: Major <b>Risk profile: Medium</b>	<ul style="list-style-type: none"> <li>• Develop resource mobilisation plan and project pipeline; identify new funding opportunities (all staff)</li> <li>• Support continuation of programme funding from Australia and New Zealand for fisheries (SMT)</li> </ul>
<b>External</b> Staff turnover in member countries leads to loss of developed skills and capacity <i>Risk to Objective 7</i>	Skills and capacity development in country are limited due to staff turnover or movement	Likelihood: Possible Consequence: Major <b>Risk profile: Medium</b>	<ul style="list-style-type: none"> <li>• Ensure that multiple staff are involved in in-country training and workshops wherever possible (all staff)</li> <li>• Work with national and subnational offices to promote joint commitment, highlight the importance of consistent deployment of counterpart staff, and minimise internal transfer of upskilled staff at crucial points (SMT)</li> </ul>
<b>Organisational</b> SPC staff turnover or delays in recruiting staff <i>Risk to all objectives</i>	Loss of corporate knowledge and delays in implementing activities reliant on new or replacement staff	Likelihood: Possible Consequence: Moderate <b>Risk profile: Medium</b>	<ul style="list-style-type: none"> <li>• FAME will manage new project timelines to designate a realistic recruitment period (SMT)</li> <li>• SPC will manage international recruitment to ensure wide circulation of new job postings (HR)</li> <li>• FAME will identify reasons for staff attrition and develop strategies to address them (SMT)</li> <li>• FAME will attempt to reduce the number of staff contracts with a duration of less than 3 years (SMT)</li> </ul>
<b>Financial</b> Changes in currency exchange rates unaccounted for <i>Risk to all objectives</i>	Changes in exchange rates could reduce funds in XPF	Likelihood: Possible Consequence: Major <b>Risk profile: MEDIUM</b>	<ul style="list-style-type: none"> <li>• Prepare budgets using average or conservative exchange rates (SMT)</li> <li>• Alert and negotiate with donors in the event of declining currency exchange rates (SPC Finance &amp; SMT)</li> </ul>
<b>External</b> Natural disasters and climate systems set back contributions made by FAME <i>Risk to all objectives, particularly 4 and 5</i>	FAME activities impacted by, or put on hold during disaster recovery or climate system impacts (e.g. El Nino, drought, post-disaster recovery)	Likelihood: Possible Consequence: Major <b>Risk profile: Medium</b>	<ul style="list-style-type: none"> <li>• Ensure capacity development includes disaster mitigation advice and strategies where appropriate (all staff)</li> <li>• Implement technological solutions that are less vulnerable to weather damage (all staff)</li> <li>• Ensure aquaculture and livelihood development work with communities includes training in business planning to consider loss of production due to disasters and climate systems (all staff)</li> </ul>
<b>External</b> Minimal engagement from partners and communities <i>Risk to all objectives</i>	Reduced effectiveness through lack of involvement of partners and communities	Likelihood: Rare Consequence: Moderate <b>Risk profile: Low</b>	<ul style="list-style-type: none"> <li>• Undertake appropriate engagement effort and activities across FAME's work programme to ensure our work is relevant and effective (all staff)</li> </ul>

# 9 Monitoring, evaluation and learning

## SPC-wide processes

Monitoring, evaluation and learning (MEL) will be integrated into SPC’s implementation of its Strategic Plan 2022–2031. It will be guided by the holistic approach of the Planning, Evaluation, Accountability, Reflection and Learning (PEARL) policy.



## Annual implementation plans with six monthly reviews

Our main programmes, CFAP and OFP, and the enabling sections (PMEL and Information), will have annual implementation plans and budgets, which will outline priority activities contributing towards achieving the objectives and results. Each year, sections will review the previous year’s implementation, reflect on progress and plan accordingly.

## Annual division review

Each year, we will review FAME’s performance in implementing the business plan. The review, which will be coordinated by the PMEL team, will include performance and learning workshops and SMT planning sessions.

The annual report will form the basis of FAME’s contribution to the SPC Strategic Results Framework (Fig. 2) and annual results reporting processes, including performance stories.

# 10 Annex

## KRAs and strategies

Objective 1 : Enhance strategic oversight, efficient operational systems, partnership, and coordination within SPC divisions, members and partners				
Aligned to SPC Key Focus Area	Key Result Area	Strategies	Section Responsible	Collaborating SPC Division
KFA 7	1 - Strengthen One SPC through effective engagement, collaboration, communication and partnership	<ul style="list-style-type: none"> <li>Support and participate in SPC's integrated programming and country programming, PCCOS, the Pacific Data Hub and</li> <li>High-level communication and collaboration across SPC divisions</li> </ul>	DO, CFAP, OFF	OMD, SPL, LRD
	2 - Enhance facilitation and coordination of high-level stakeholder engagement	<ul style="list-style-type: none"> <li>Work with SPC members, CROP partners, donors, bilateral and multilateral partners to strengthen dialogue and engagement addressing fisheries issues that affect Pacific people</li> <li>Strengthen our role as an eminent fisheries science and technical provider within and outside the region</li> </ul>	DO, CFAP, OFF	OMD, SPL
	3 - Enhance efficient operational systems and processes	<ul style="list-style-type: none"> <li>FAME budgets and expenditure tracking</li> <li>Establish knowledge management system, including grants management, documentation and tracking</li> <li>Enhance internal and external communication and collaboration</li> </ul>	DO, CFAP, OFF	OMD
Objective 2 : Provide, and facilitate access to and interpretation of information and knowledge on fisheries and aquaculture and marine ecosystems				
Aligned to SPC Key Focus Area	Key Result Area	Strategies	Section Responsible	Collaborating SPC Division
KFA 1, 2, 3,4, 5, 7	Facilitate the development and curation of fisheries related scientific and technical knowledge products	<ul style="list-style-type: none"> <li>Support the production of scientific and technical reports to assist members, partners and stakeholders</li> <li>Facilitate the development and curation of members' fisheries-related scientific and technical knowledge product</li> </ul>	DO-Information section	OMD
KFA 1, 2, 3,4, 5, 7	Facilitate information management and circulation	<ul style="list-style-type: none"> <li>Produce reference newsletters and information bulletins that provide current news of some of the most exciting research and case studies on marine-related topics in the region</li> <li>Provide fisheries-related information in response to specific needs expressed by members, or to address regional needs..</li> </ul>	DO – Information section	
KFA 7	Strengthen MEL and communicate MEL results and activities	<ul style="list-style-type: none"> <li>Enhance integrated MEL in One SPC in collaboration with SPC's Strategic Planning and Learning section guided by the PEARL policy</li> <li>Use MEL to generate and provide information to inform decision-making and policy development in the region</li> </ul>	DO – PMEL section	SPL

Objective 3 : Enhance data collection and provide data management services for fisheries, aquaculture, and marine ecosystem				
Aligned to SPC Key Focus Area	Key Result Area	Strategies	Section Responsible	Collaborating SPC Division
KFA 2, 3, 5, 7	Data definition, acquisition, management and dissemination, including processing, auditing and consolidating data holdings to enhance ecosystem, fisheries and biological data for key species	<ul style="list-style-type: none"> <li>Maintaining the Pacific Marine Specimen</li> <li>Support members to manage and report on their integrated tuna fisheries by enhancing TUFMAN2 and DORADO</li> <li>Acquire electronic reporting and electronic monitoring data from third-party systems</li> </ul>	OFF – FEMA, Data Management, SAM	OMD – PDH, GEM
KFA 2, 3, 5, 7	Develop systems, tools and support services for standardised data, and biological sample collection, management and reporting	<ul style="list-style-type: none"> <li>Supporting member countries manage and report on their integrated tuna fisheries by enhancing TUFMAN2 and DORADO</li> <li>Acquisition of ER and EM data from third-party systems</li> </ul>	OFF – Data Management	OMD-PDH, GEM
Objective 4 : Provide scientific research, analysis and advice for evidence-based fisheries management				
Aligned to SPC Key Focus Area	Key Result Area	Strategies	Section Responsible	Collaborating SPC Division
KFA 2, 3, 5	Provide high-quality stock assessments and fisheries assessments for key renewable oceanic resources, socio-economic analysis and related management advice	<ul style="list-style-type: none"> <li>Lead regional stock assessments of tuna, billfish and sharks to inform scientific advice on current stock status and fishery sustainability within the WCPO</li> <li>Develop and deliver harvest strategies for key tuna stocks and fisheries</li> <li>Provide important biological inputs for stock assessment and related scientific advice, including tuna age and growth, and reproduction</li> </ul>	OFF – Stock Assessment OFF – Data Management	
KFA 1, 2, 3, 5	Provide ecosystem, climate change, biodiversity, marine resource ecology, and species biology models, analysis and advice	<ul style="list-style-type: none"> <li>Lead in modelling the impacts of environmental variation, including climate change, on tuna and the pelagic ecosystem</li> <li>Monitor impacts of tuna fisheries on bycatch and the pelagic ecosystem</li> <li>Enhance climate change monitoring</li> <li>Fisheries genomics and molecular ecology</li> </ul>	OFF – FEMA OFF – Stock Assessment	CCES, GEM
KFA 1, 2, 3, 5, 7	Provide integrated social science and economic analysis and advice for informed decision-making	<ul style="list-style-type: none"> <li>Provide socio-economic analysis and modelling for members</li> <li>Provide socio-economic assessments for climate change and other disasters</li> <li>Enhance capacity in PICTs for value-chain analysis and social licensing studies</li> </ul>	CFAP	SDD
KFA 2, 3, 5, 7	Enhance existing and develop new modelling approaches to support scientific analysis and advice	<ul style="list-style-type: none"> <li>National level advice based upon scientific analysis to address specific national requests and issues</li> </ul>	CFAP, OFF	SDD
KFA 2, 3, 4, 5	Strengthen and expand CBFM and support the implementation of the ‘Pacific framework for action on scaling-up community-based fisheries management’ across the region	<ul style="list-style-type: none"> <li>Strengthen coordination and collaboration with CSOs and NGOs on CBFM at regional and national levels</li> </ul>	CFAP	HRSD, LRD
KFA 2, 7	Strengthen the enabling environment to enhance compliance with coastal fisheries laws and policies	<ul style="list-style-type: none"> <li>Strengthen national in-country capacity to enable compliance with, and effective enforcement of fisheries legislation and policies</li> </ul>	CFAP	

**Objective 5 : Strengthen the contributions of Pacific Island aquaculture and fisheries to sustainable, biosecure, equitable and secure food systems**

Aligned to SPC Key Focus Area	Key Result Area	Strategies	Section Responsible	Collaborating SPC Division
KFA 2, 3, 4, 5	Enhance and strengthen the management of aquatic biosecurity risks in the region	<ul style="list-style-type: none"> <li>Support and provide guidance on aquatic biosecurity and animal welfare</li> <li>Support members to strengthen risk analysis capacity and assess their aquatic biosecurity needs and practices</li> <li>Support members to improve aquatic biosecurity disease diagnosis, surveillance and reporting practices</li> <li>Strengthen national capacity to improve national infrastructure and operations for quarantine of live aquatic organisms</li> </ul>	CFAP – Aquaculture	LRD, CCES
KFA 2, 3, 4, 5	Support the development of small-scale coastal fisheries and aquaculture activities to enhance food security, nutrition and livelihoods	<ul style="list-style-type: none"> <li>Adopt food systems approaches, with increased integration with other sectors and disciplines</li> <li>Strengthen community-based aquaculture development</li> <li>Provide technical support to improve aquaculture infrastructure and production</li> <li>Strengthen research on nutrition and food security outcomes from aquaculture and fisheries</li> </ul>	CFAP – Aquaculture	LRD, SDD
KFA 2, 3, 4, 5	Provide technical and analytical support for aquaculture that enhances production and economic sustainability	<ul style="list-style-type: none"> <li>Strengthen members' capacity to address technical constraints in feed, seed and broodstock management, including further developing the 'cluster approach' to support small-scale operators</li> <li>Support hatcheries on key commodities and low-cost/low technology farming systems for livelihood aquaculture</li> <li>Strengthen business skills, knowledge and information on aquaculture operations through mentoring and training</li> </ul>	CFAP – Aquaculture	

**Objective 6 : Identify diverse and sustainable livelihood options for SPC member PICTs**

Aligned to SPC Key Focus Area	Key Result Area	Strategies	Section Responsible	Collaborating SPC Division
KFA 2, 3, 5	Support development of alternative and supplementary livelihoods and commodities	<ul style="list-style-type: none"> <li>Support sustainable livelihood opportunities through strengthening FAD programmes and providing training on anchored FADs</li> <li>Enhance capacity of members in safe, sustainable fishing methods</li> <li>Support members to develop non-extractive uses of coastal fisheries resources</li> </ul>	CFAP, OFP	OMD-PCCOS
KFA 2, 3, 5	Develop innovative subsistence, artisanal and commercial fishing opportunities	<ul style="list-style-type: none"> <li>Advance nearshore small-scale fishing activities and development</li> <li>Advance development of nearshore fisheries initiatives targeting small pelagic species, loligo and diamond squid, and flying fish</li> <li>Consider gender and social inclusion, especially the role of women in post-harvest development support</li> </ul>	CFAP, OFP	
KFA 2, 3, 5	Support diversification of coastal fisheries and aquaculture production, and seafood safety, quality and value-adding	<ul style="list-style-type: none"> <li>Support value adding and market access for target pelagic species and other species for men, women and youth, while understanding gender roles and barriers to social inclusion</li> </ul>	CFAP – Aquaculture	LRD
KFA 1, 2, 3, 5	Support the fisheries and aquaculture sectors to recover from the impacts of COVID-19, mitigate and respond to disasters and strengthen their resilience	<ul style="list-style-type: none"> <li>Strengthen economic and market assessments for viable aquaculture commodities and products, including identifying and facilitating the shift to domestic markets to compensate for COVID-19 trade impacts</li> <li>Identify and foster aquaculture that is 'climate-smart' because it is either resilient to climate change or helps to address climate change (such as by carbon sequestration)</li> </ul>	CFAP, OFP	CCES, LRD

## Objective 7 : Support the development of capacity and enhance capability in fisheries and aquaculture among PICTs

Aligned to SPC Key Focus Area	Key Result Area	Strategies	Section Res-ponsible	Collaborating with SPC Division
KFA 4	Design, deliver and quality assure regional vocational training in fisheries, aquaculture and management	<ul style="list-style-type: none"> <li>Expand current MCS training, capacity building and support activities at the national level to enable national fisheries MCS officers to train and support their counterparts in communities located on outer islands or in remote locations</li> <li>Explore 'training of trainers' initiatives for members to assist in-country capacity building</li> </ul>	CFAP, OFP	EQAP
KFA 4, 7	Enhance capacity development in science, technology, data management, analysis and advice	<ul style="list-style-type: none"> <li>Provide regular online training and mentoring on legislative drafting for coastal fisheries and aquaculture, aimed at members' fisheries policy officers and legal officers</li> <li>Develop online tools, training and support for improved governance in terms of policies, legislation, development and management plans</li> <li>Identify and facilitate training in scientific writing to improve the publishing capacity of CFAP and OFP teams</li> </ul>	CFAP, OFP, DO	OMD
KFA 4, 7	Strengthen the delivery of tertiary training in fisheries and aquaculture through sponsorships, mentoring and supervision	<ul style="list-style-type: none"> <li>Map skill gaps for members to ensure that capacity building focuses on strengthening the areas identified</li> <li>Increase the focus on national science capacity building for members and links with postgraduate training from recognised universities (in Australia and New Zealand)</li> </ul>	CFAP, OFP	EQAP



Tilapia sales ©Tim Pickering (SPC)

# Results framework

**FAME's goal is that the fisheries and aquaculture resources of the Pacific region are resilient, and sustainably managed for economic growth, food security and environmental conservation**

SPC goals	Division objective	Key result area	Key performance information (qualitative and quantitative)	Baseline	Target	Section responsible

## Key steps in developing our business plan

Continuing past FAME practices, we used an inclusive process to develop this business plan (Fig. 3). Extensive consultation and collaboration with our staff, SPC divisions, PICTs and stakeholders and partners generated a wide range of important perspectives that informed its development.

Our involvement and participation in developing the SPC Strategic Plan 2022–2031, including backcasting and priority-setting exercises, also guided the development of this plan.

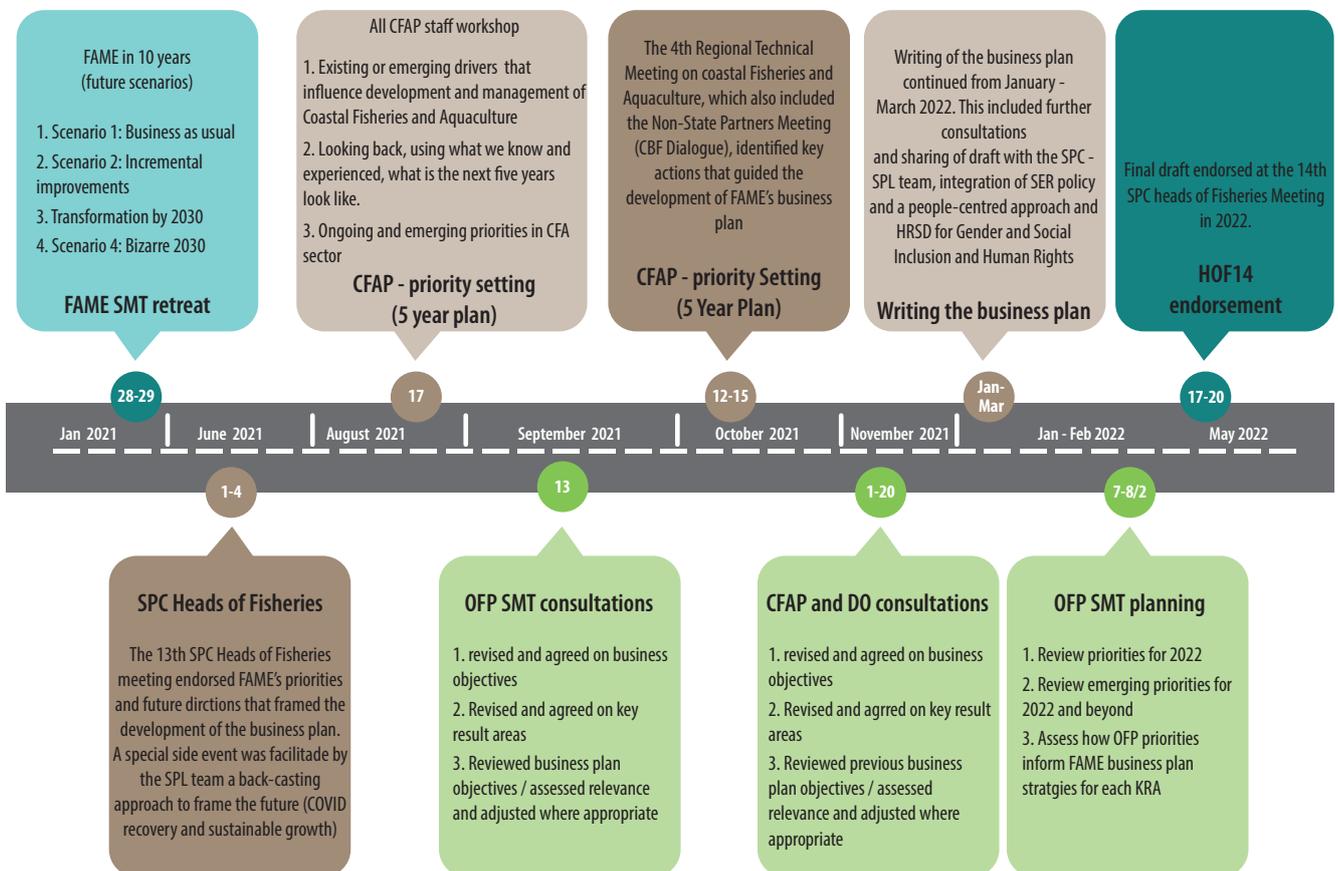
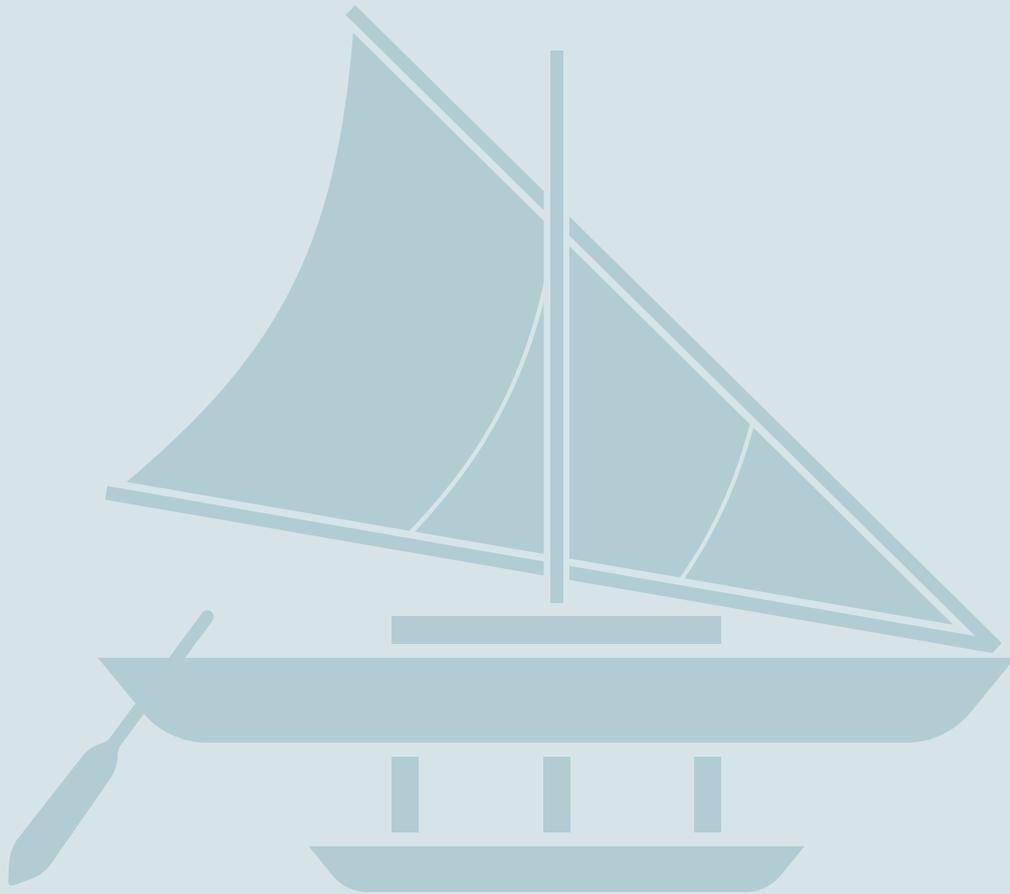


Figure 7: Roadmap for developing FAME business plan 2022–2027





Pacific  
Community  

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