



Fisheries, Aquaculture & Marine Ecosystems – Business Plan

2016-2020



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LIST OF ABBREVIATIONS

AQ	Aquaculture
CEAFM	Community-based Ecosystem Approach to Fisheries Management
CITES	Convention on International Trade in Endangered Species
CFP	Coastal Fisheries Programme (SPC)
CFSM	Coastal Fisheries Science and Management
EEZ	Exclusive Economic Zone
DM	Data Management
FAME	Fisheries, Aquaculture, and Marine Ecosystems
FAD	Fish Aggregating Device
FAO	Food and Agriculture Organization of the United Nations
FEMA	Fisheries and Ecosystems Monitoring and Analysis
FFA	Forum Fisheries Agency
GDP	Gross domestic product
HoF	Head of Fisheries
IRIS	Integrated Reporting Information System
IS	Information Section
LMMA Network	Locally Marine Managed Area Network
MSY	Maximum Sustainable Yield
MEL	Monitoring, Evaluation and Learning
MCS&E	Monitoring, Control, Surveillance and Enforcement (of fishing activities)
MSG	Melanesian Spearhead Group
MSWG	Marine Sector Working Group
NGO	Non-Government Organisation
NFD	Nearshore Fisheries Development
NZ	New Zealand
NZAID	New Zealand Aid
OFP	Oceanic Fisheries Programme (SPC)
PEARL	Planning, Evaluation, Accountability, Reflection and Learning
PDS	Performance Development System
PICTs	Pacific Island Countries and Territories
PIFS	Pacific Islands Forum Secretariat
PIRFO	Pacific Islands Regional Fisheries Observer
PNA	Parties to the Nauru Agreement
SAM	Stock Assessment and Modelling
SMT	Senior Management Team
SPC	The Pacific Community
SPREP	Secretariat of the Pacific Regional Environment Programme
TNC	The Nature Conservancy
TVM	Te Vaka Moana
UN	United Nations
USP	The University of the South Pacific
WCPFC	Western & Central Pacific Fisheries Commission (the 'Tuna Commission')
WCPO	Western and Central Pacific Ocean
WCS	Wildlife Conservation Society
WWF	World Wide Fund For Nature (also known as World Wildlife Fund)
XFP	French Pacific Franc

FOREWORD BY THE DIRECTOR

I am pleased to introduce to you the Fisheries Aquaculture and Marine Ecosystems (FAME) division business plan. FAME division is the Pacific Community's (SPC) preeminent fisheries scientific and technical division providing relevant scientific and technical services enabling the Pacific island countries and territories to sustainably manage their fisheries resources for economic growth, food security and environmental conservation.

The FAME business plan replaces the 2013–2016 FAME Strategic Plan. While preserving the distinct role of the division's two main programmes – the Oceanic Fisheries Programme (OFP) and the Coastal Fisheries Programme (CFP) – the business plan:

- i) draws out some common themes and goals, and provides for more coordination and the sharing of support services within the FAME division including integrating and mainstreaming of important cross cutting areas such as climate change, gender, and youth and promotes gender equity in fisheries;
- ii) clearly articulates and links the seven FAME divisional objectives with the overall SPC Corporate Strategic goal, four key regional frameworks and strategies for marine resources, and the United Nations Sustainable Development Goals, 2, 4, 5, 8, 13, 17, and particularly Goal 14 on life below water;
- iii) incorporates many of the priorities identified by SPC member countries and territories over recent years;
- iv) enables the FAME division to respond to current performance levels, structure and potential new business models, and its general *"fitness for purpose and role"* within the regional context, the strategic direction of SPC, and adapting to a changing operating environment;
- v) focuses on the higher level outcomes expected from the division's work, goals, objectives and results for the period 2016–2020, with a mid-point review in 2018;
- vi) articulates and identifies key partnership arrangements between governments, the private sector and civil society, the commitment to regionalism, in line with the vision, values and objectives set out in the Framework for Pacific Regionalism, as well as strong partnerships across the region with key implementing partners; and,
- vii) outlines a number of potential risks and constraints to achieving key result areas. A key risk is the uptake of scientific and technical advice provided by the FAME division. While the FAME division is able to exert some influence, broader economic and political environments mean that advised solutions are often beyond the control of fisheries programmes in the region to implement.

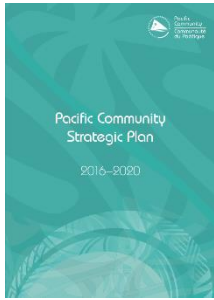
The monitoring, evaluation, and learning for the FAME business plan will be integrated into broader SPC implementation of the Corporate Strategic Plan and will feed up into the SPC-wide Programme Results Report to CRGA (annual), as well as down to FAME Sections' work plans and planning sessions (both programme and project).

The FAME business plan is a living document and will be reviewed and updated regularly to ensure that it remains "fit for purpose" as the fisheries sector continues to evolve, and the changes that must be undertaken by and within the FAME division to meet PICTs future needs and priorities.



Moses J Amos

ABOUT SPC



The Pacific Community (SPC) is the principal scientific and technical organisation supporting development in the Pacific region. It is an international organisation established by treaty (the Canberra Agreement) in 1947 and is owned and governed by its 26 members including all 22 Pacific Island countries and territories (PICTs).

For more than 68 years, through its secretariat, the Pacific Community has been providing the Pacific Islands region with essential scientific and technical advice and services. To achieve genuine and lasting improvement in people's lives, its focus is on working with all members, at all levels, to deliver integrated services that advance their progress towards addressing their development challenges and achieving their aspirations.

Mission of the Pacific Community

To work for the well-being of Pacific people through the effective and innovative application of science and knowledge, guided by a deep understanding of Pacific Island contexts and cultures.

Development goals

Goal 1: Pacific people benefit from sustainable economic development

Goal 2: Pacific communities are empowered and resilient

Goal 3: Pacific people reach their potential and live long and healthy lives

About FAME

As one of SPC's oldest Divisions, the Division of Fisheries, Aquaculture and Marine Ecosystems (FAME) has been providing scientific and technical expertise to support fisheries management and sustainable development in the Pacific for over 60 years. The goal of the Division is that the fisheries resources of the Pacific region are sustainably managed for economic growth, food security and environmental conservation.

FAME is composed of two programmes: the Oceanic Fisheries Programme (OFP) and the Coastal Fisheries Programme (CFP). Working with all 22 PICTs, FAME has strong partnerships with both regional, sub-regional and national entities working in the marine sector. FAME staff are based in New Caledonia, Fiji, Vanuatu and Solomon Islands, with most of its 90 staff being based in New Caledonia.

DEVELOPMENT CONTEXT

Large ocean states

Despite diverse economic, social and development contexts, all 22 Pacific Island countries and territories are characterised by vast areas of ocean that are much greater than their land area. The Pacific Ocean is 48% of the world's ocean, representing significant economic, social and cultural benefits from marine resources.

Tuna fisheries are a key regional resource for the Pacific, extending across the exclusive economic zones of Pacific Island countries and territories. As at 2016, revenue received by PICTs from foreign tuna fishing fleets is approaching a total of NZD 700 million per year, comprising a key source of government finance. In 2017, approximately 2.5 million tonnes of the main target tuna species (yellowfin, skipjack, bigeye and South Pacific albacore) was caught in the Western Central Pacific Ocean, with 60% of this being in PICT EEZs, making tuna the most significant export for the region.

While the populations of many PICTs are growing, marine resources are declining. The gap between the volume of fish required for food security and sustainable management of marine resources continues to widen. Within 15 years, it has been estimated that an additional 115,000 tonnes of fish will be needed across the region. PICTs therefore face many challenges in adapting to changing environments and sustainably managing their fisheries within complex and interdependent social and ecological contexts.

Regional tuna fisheries

Based upon the outputs of the most recent stock assessments up to 2018, all four main target tuna species are estimated to be on the healthy side of routinely-used overfishing benchmarks. However, current management arrangements need to at a minimum be maintained to sustain this positive stock status, and for south Pacific albacore in particular, fishing levels need to be reduced to achieve the recently adopted interim target reference point level that reflects economically viable catch rates.

Increases in the number, size and efficiency of purse seiners operating in the region, ever-improving technology, and the widespread use of drifting fish aggregating devices (FADs) in the industrial fishery mean that fishing capacity cannot continue to increase and still yield catches at a sustainable level. Economic assessments indicate that reduction would improve the efficiency and profitability of the region's tuna fisheries. The management of this fishery is not simple, involving multiple distant-water and locally-based fleets, which fish over an extensive area under different national jurisdictions and on the high seas.

Coastal fisheries and aquaculture

The contribution of coastal fisheries and aquaculture to the nutritional, cultural and economic value for Pacific Island countries and territories is significant. Coastal fisheries provide the primary or secondary source of income for up to 50% of coastal households in the Pacific and are estimated to contribute 49% of the total fisheries contribution to GDP. In countries where opportunities to produce other food are very limited, fish consumption is among the highest in the world. Among coastal populations in the region, 50–90% of the animal-sourced protein consumed comes from fish and marine invertebrates.

Coastal fisheries are complex and interdependent social and ecological systems that are influenced by many factors, such as national governance, trade and land-based activities. Their management, therefore, faces many challenges in balancing development aspirations and sustainability, and in adapting to change outside the influence of communities. Climate change and disasters have widespread impacts across the region, with entire atoll nations at risk, and the impact on natural resources occurring well before sea-level rise dislocates communities.

Successful fisheries management and aquaculture development also depends on the engagement of women and young people. In the fisheries sector, the role of women is not often made visible or diminished. In order to achieve empowered and resilient communities, both women and young people need to play a greater role in decision-making and have more equitable access to the benefits from fisheries and aquaculture.

ROLE AND PURPOSE OF FAME



Overall goal

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

Scientific analysis and evidence-based advice supports fisheries management

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

Technical assistance and evidence-based advice supports sustainable development

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

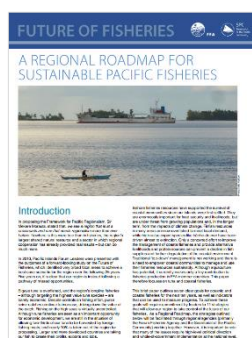
FAME divisional objectives

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

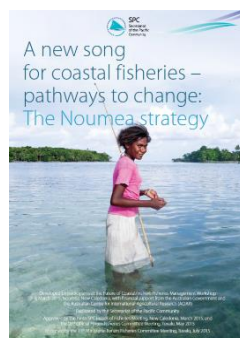
REGIONAL PRIORITIES

Regional strategies and commitments

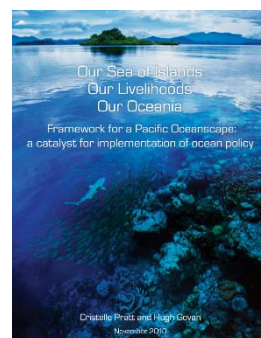
In achieving the above divisional objectives, FAME contributes to the following key regional frameworks and strategies for marine resources:



Regional Roadmap for Sustainable Pacific Fisheries



A New Song for Coastal Fisheries - Pathways to Change



Framework for a Pacific Oceanscape



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

UN Sustainable Development Goals 2015-2030

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

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

Other international instruments and commitments

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

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

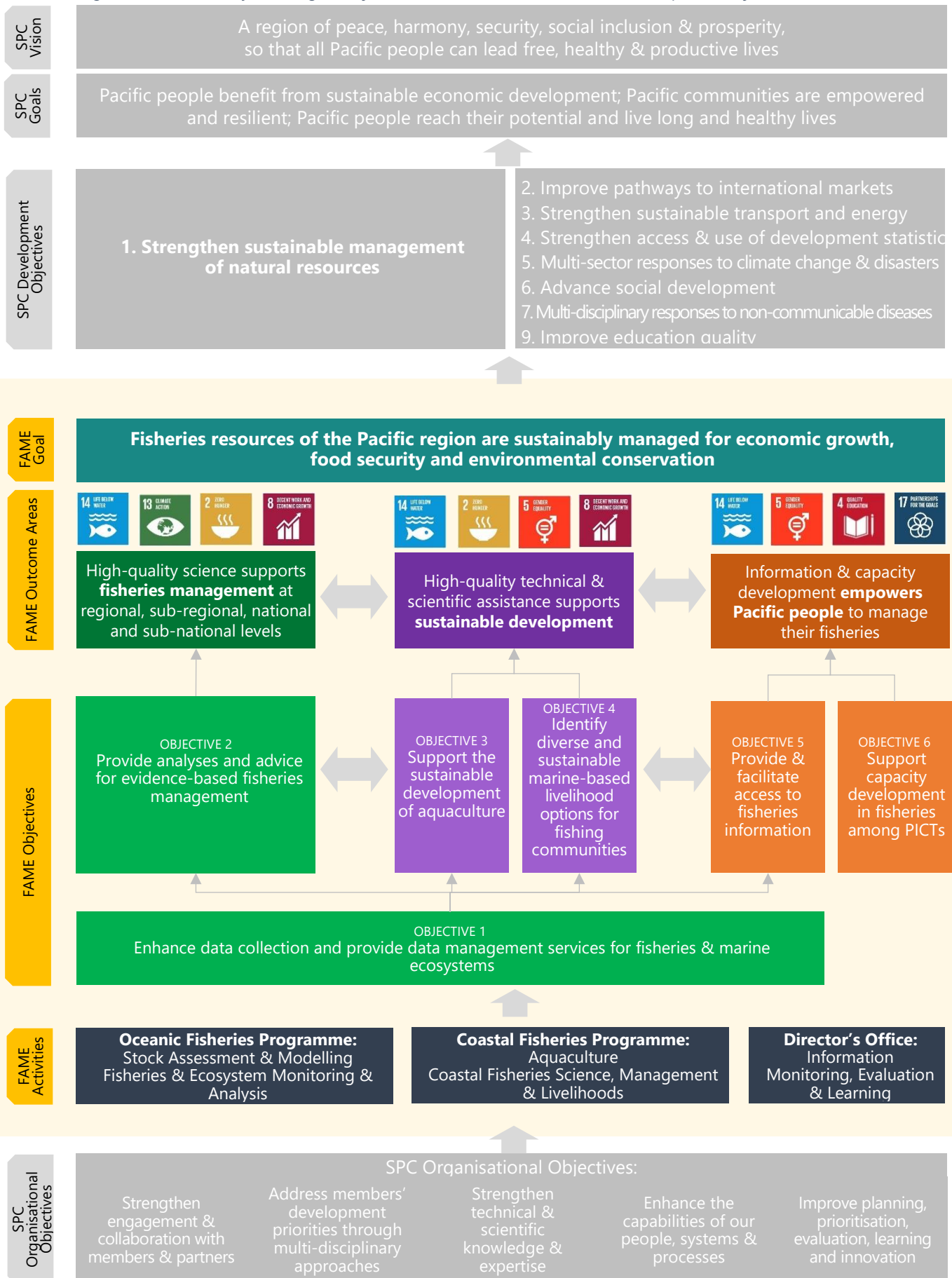
FAME OBJECTIVES AND RESULTS

Table 1: FAME objectives and results by Section

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

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

Figure 1: FAME's theory of change - Objectives and results nested under SPC's Corporate Objectives



SPC-wide organisational objectives

In contributing to the five SPC Organisational Objectives, staff have identified the following key priority areas and strategies for FAME over the next 3 years. FAME's Senior Management Team (SMT) are responsible for leading the implementation of these strategies, and will be accountable to staff for progress in these areas.

Table 2: FAME priorities for implementing the SPC organisational objectives¹

Organisational objectives and FAME priorities		2016	2017	2018	2019
Strengthen engagement & collaboration with members & partners					
1.	Increased focus on community engagement through projects to increase impact	✓	✓	✓	✓
2.	Coastal fisheries working group; annual regional technical meeting on coastal fisheries		✓	✓	✓
Address members' development priorities through multi-disciplinary approaches					
3.	Improve cross-divisional working				
	- Support multidisciplinary approaches within FAME, and across SPC and national departments	✓	✓	✓	✓
	- Support SPC-wide development and implementation of PCCOS			✓	✓
	- Pilot an integrated project across SPC Divisions with a true multidisciplinary team		✓	✓	✓
	- Plan and budget for integrated working (e.g. % of staff time)		✓	✓	✓
Strengthen technical & scientific knowledge & expertise					
4.	Area of excellence				
	-				
	- Development of CFP as having a leadership/coordinating role in coastal fisheries science			✓	✓
	- Establish Chief Scientist position				✓
Enhance the capabilities of our people, systems & processes					
5.	Improve teamwork & collaboration across FAME				
	- Increase internal collaboration within FAME between sections and programmes	✓	✓	✓	✓
	- Improved coordinator of upcoming duty travel arrangements		✓	✓	✓
	- Foster an 'open door' culture where staff can consult one another and collaborate	✓	✓	✓	✓
6.	Improve internal communication & 'FAME spirit'				
	- Conduct regular head of section meetings	✓	✓	✓	✓
	- Conduct all-FAME sessions or learning events for colleagues to engage and share	✓	✓	✓	✓
	- Circulate internal updates or meeting feedback	✓	✓	✓	✓
7.	Enable staff development opportunities				
	- Improve opportunities for career development or progression (e.g. sharing responsibility to 'act' for senior staff; opportunities to work in other areas)	✓	✓	✓	✓
	- Improve access to training opportunities (e.g. seminars by staff; flexibility for study; funds for training; utilise partnerships with institutions to facilitate staff training; training in 'soft skills' like project management, negotiation and facilitation; follow-up on training needs identified in PDS)	✓	✓	✓	✓
8.	Enhance internal knowledge management systems				
	- Establish a functional shared folder system			✓	✓
Improve planning, prioritisation, evaluation, learning & innovation					
9.	Improve workload management				
	- Improve planning and resourcing so staff are not stretched too thin		✓	✓	✓
10.	Staff retention				
	- Reduce contract uncertainty, particularly for contracts less than 3 years		✓	✓	✓
	- Investigate reasons for staff attrition through surveying former staff				✓
	- Strengthen communications, planning, monitoring, evaluation and learning across FAME	✓	✓	✓	✓
11.	Resource mobilisation				
	- Explore innovative and sustainable approaches to, and new sources of, funding in FAME	✓	✓	✓	✓

¹ SPC organisational objectives are outlined in the SPC Strategic Plan 2016-2020



Mainstreaming gender and youth

FAME remains committed to mainstreaming gender and youth across its work programme, and promoting gender equity issues in fisheries. The table below identifies the key areas FAME will focus on to promote equity and shared-benefits across the region.

Table 3: Mainstreaming gender and youth in FAME

Key areas for mainstreaming gender and youth	Section responsible					
	FEMA	DM	SAM	AQ	CFSML	IS&MEL
1. Promote the involvement of women and young-people in decision-making relating to fisheries management and sustainable development	■	■	■	■	■	■
2. Promote shared-benefits for women and young people in aquaculture and fisheries development				■	■	
3. Ensure no bias or barriers exist in new or revised fisheries or aquaculture legislation, policies, plans or regulations				■	■	
4. Promote fisheries as a career for women	■	■	■	■	■	■
5. Facilitate the participation of women in capacity development activities	■	■	■	■	■	■
6. Improve the gender balance of FAME staff	■	■	■	■	■	■

MANAGEMENT ARRANGEMENTS

Governance and strategic direction

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

Organisational structure

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

Oceanic Fisheries Programme (OFP)

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

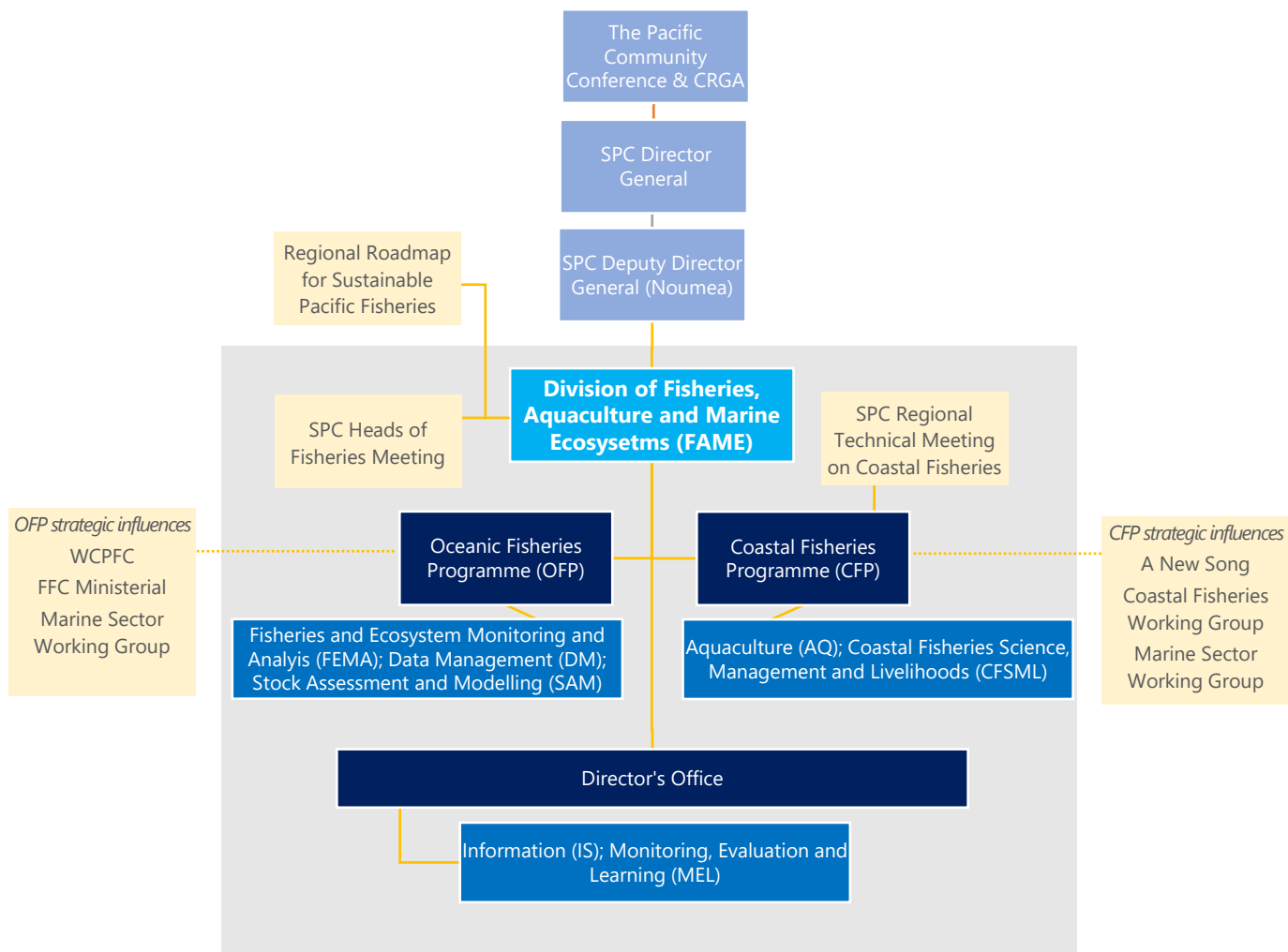
Coastal Fisheries Programme (CFP)

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

FAME management

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

Figure 2: FAME management arrangements (blue boxes) and sector-specific strategic input (yellow boxes)



PARTNERS



Key implementing partners

Sustainable development goal 17 states that a successful sustainable development agenda requires partnerships between governments, the private sector and civil society. FAME's approach is underpinned by a commitment to regionalism, in line with the vision, values and objectives set out in the [Framework for Pacific Regionalism](#), as well as strong partnerships across the region. Below is a list of our key implementing partners.

Key donor partners

While FAME partners with a wide range of donor partners, key donor partners for the Division include the Australian Government, New Zealand Ministry of Foreign Affairs and Trade, the European Union and the European Commission, and France. These key partnerships and funding support enable FAME to undertake its work.

Forum Fisheries Agency (FFA)

FFA is a key implementing partner for OFP. The Pacific region's tuna fishery is served by two institutions, SPC and FFA. SPC provides scientific and technical advice, while FFA provides management, development, and MCS&E 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 the joint development of bio-economic models, and supporting observer and port-sampling programmes in PICTs. FAME also partners with FFA through the CFP programme in the areas of coastal fisheries monitoring, surveillance, control and enforcement, national legislative support, and some tuna fishery development activities.

Other CROP agencies – PIFS, USP and SPREP

FFA and SPC are co-chairs of the Marine Sector Working Group (MSWG) chaired by PIFS, with members being CROP agencies working in the marine sector (FFA, SPC, USP and SPREP). SPC FAME provides scientific and technical support to the Office of the Pacific Ocean Commissioner, hosted at PIFS, to contribute to the work of the Commissioner uniting Pacific countries and territories through sustainable ocean management and use with a focus on coordination, collaboration and integration. SPC also collaborates with PIFS in their work on marine resources through the Pacific Ocean Alliance network.

FAME partners with the University of the South Pacific in the delivery of training and education in the fisheries and marine sectors. FAME collaborates with SPREP on several marine resource issues, including habitat mapping and surveys, and CITES.

WCPFC

The 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 provide scientific services to the WCPFC to ensure the best possible basis for management decisions, as well as assisting PICTs to meet their obligations as Commission members and provide the evidence they need to analyse their own national interests.

PNA, TVM, MSG and other subregional groups

OFP also provides scientific services to the Parties to the Nauru Agreement, Te Vaka Moana, the Melanesian Spearhead Group and other subregional groups of SPC's members.

Non-government organisations and academic institutions

NGOs play a major role in coastal fisheries management, spearheading the change in focus from fisheries development to fisheries management and emphasising community participation. FAME works with many key NGOs in the fisheries sector, including, but not limited to, WorldFish Centre, LMMA Network, WWF, WCS, and TNC.

Similarly, as well as USP, FAME also partners with other key academic institutions across the region, including James Cook University, Vanuatu Maritime College, University of New Caledonia, University of Queensland and the University of the Sunshine Coast.

Other international organisations

CFP works in collaboration with NZ Ministry of Primary Industry's in providing technical assistance in developing fisheries management plans and delivery of MCS&E training. FAME also continues to develop partnerships with UN FAO and other UN agencies working in the region.

RISKS

There are a number of potential risks and constraints to achieving the results outlined in this business plan. A key risk is the uptake of scientific and technical advice provided by FAME. While we exert some influence, broader economic and political environments mean that advised solutions are often beyond the control of fisheries programmes in the region to implement. 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 any changing circumstances or unforeseen risks are identified.

Table 4: Risk matrix

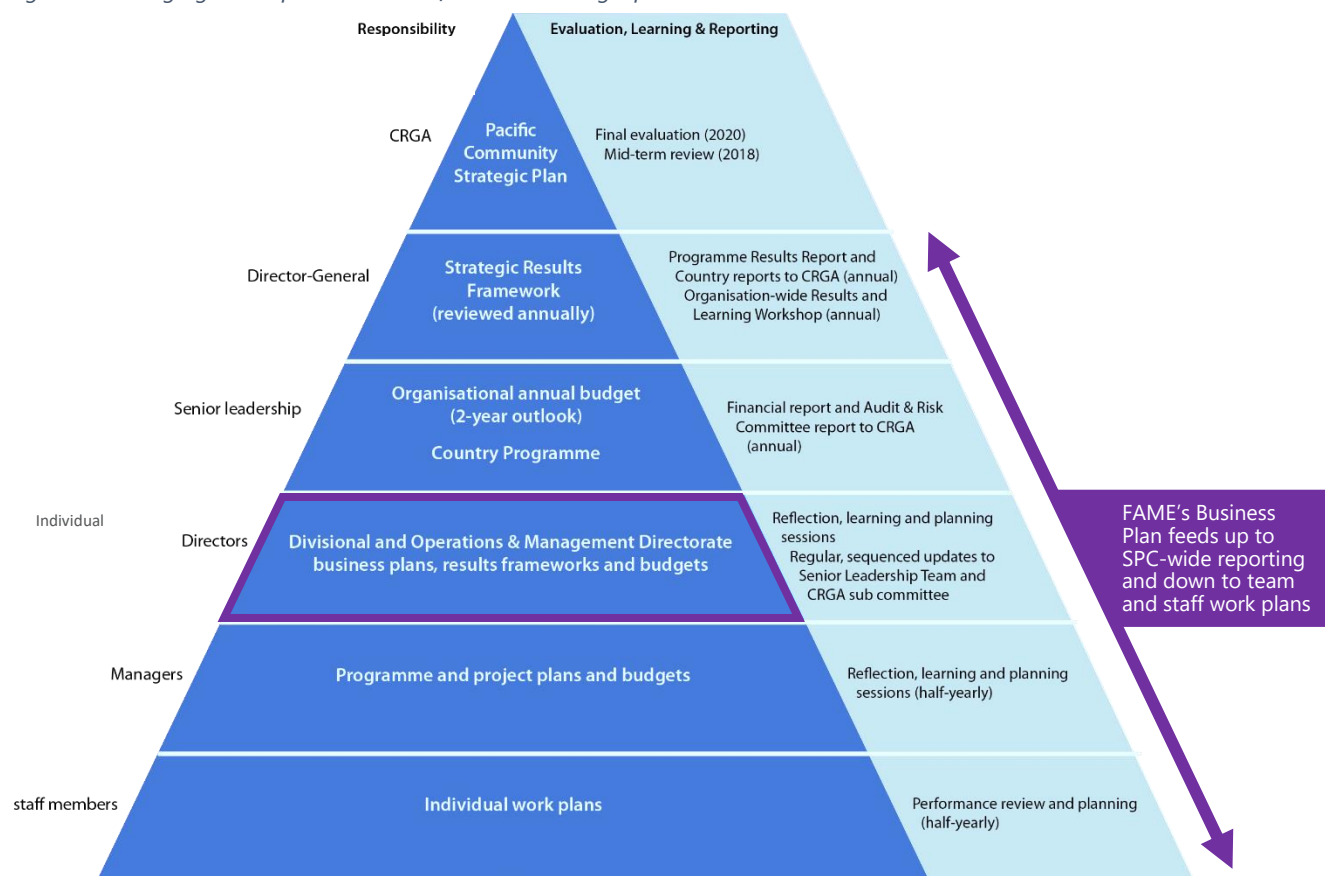
Key risks	Potential Impact	Risk profile	Proposed Risk Management (responsibility)
External Science-based advice, or drafted legislation, plans and policies are not taken up or implemented <i>Risk to Objectives 3, 4 and 5</i>	The outcomes for sustainable management and development are reduced where implementation does not occur	Likelihood: Possible Consequence: Major RISK PROFILE: MEDIUM	<ul style="list-style-type: none"> Engagement from senior management within FAME to senior levels within PICTs to support implementation process (SMT) Improve direct engagement and information provision to decision-makers where possible (all staff) Build local capacities in science and technology (all staff) Monitor and identify gaps or blockages and look at options for intervention or assistance to progress implementation (all staff) Explore options to collaborate with regional organisations and NGOs to progress implementation (all staff)
Financial Inadequate resources to implement work programmes <i>Risk to all Objectives</i>	Result areas are not implemented due to resource constraints	Likelihood: Possible Consequence: Major RISK PROFILE: MEDIUM	<ul style="list-style-type: none"> New project funding proposals confirmed in 2016 (all staff) Support the continuation of tagged programme funding from Australia and NZ for fisheries (SMT) Identify new funding sources and opportunities and develop new funding proposals (all staff)
External Staff turnover in member countries leads to loss of skills and capacity developed <i>Risk to Objective 7</i>	Skills and capacity development in country is limited due to staff turnover or movement	Likelihood: Possible Consequence: Major RISK PROFILE: MEDIUM	<ul style="list-style-type: none"> Ensure that multiple staff are involved in in-country training and workshops wherever possible (all staff) Work with national and subnational offices to promote joint commitment and highlight the importance of consistent deployment of counterpart staff and minimise internal transfer of upskilled staff at crucial points (SMT)
Organisational 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 RISK PROFILE: MEDIUM	<ul style="list-style-type: none"> FAME will manage new project timelines to designate a realistic recruitment period (SMT) SPC will manage international recruitment to ensure wide circulation of new job postings (HR) FAME will identify reasons for staff attrition and strategies to address these (SMT) FAME will attempt to reduce the number of contracts less than 3 years in duration (SMT)
Financial Changes in currency exchange rates unaccounted for <i>Risk to all Objectives</i>	Unplanned for changes in exchange rates could reduce funds in CFP	Likelihood: Possible Consequence: Major RISK PROFILE: MEDIUM	<ul style="list-style-type: none"> Budgets are prepared utilising average or conservative exchange rates (SMT) Alert and negotiate with donors in the event of declining currency exchange rates (SPC Finance & SMT)
External Natural disasters and climate systems setting-back contributions made by FAME <i>Risk to all Objectives, particularly 4 and 5</i>	FAME activities impacted or on hold during disaster recovery or climate systems (i.e. El Nino, drought, post-disaster recovery)	Likelihood: Possible Consequence: Major RISK PROFILE: MEDIUM	<ul style="list-style-type: none"> Capacity development to include disaster mitigation advice and strategies where appropriate (all staff) Implement technological solutions that are less vulnerable to weather damage (all staff) Aquaculture and livelihood development work with communities to include training in business planning to consider loss of production due to disasters and climate systems (all staff)
External Minimal engagement from partners and communities <i>Risk to all Objectives</i>	Reduced effectiveness through lack of involvement from partners and communities	Likelihood: Rare Consequence: Moderate RISK PROFILE: LOW	<ul style="list-style-type: none"> Appropriate engagement effort and activities are undertaken across FAME work programme to ensure engagement and relevance of our work (all staff)

MONITORING, EVALUATION & LEARNING

SPC-wide processes

MEL for the Business Plan will be integrated into broader SPC Implementation of the Strategic Plan. The Figure below outlines MEL across each planning level of SPC. The FAME Business Plan will feed up into the SPC-wide Programme Results Report and Country Reports to CRGA (annual), as well as down to FAME Section Work Plans and planning sessions (both programme and project). See the Planning, Evaluation, Accountability, Reflection and Learning policy (PEARL) for further information.

Figure 3: Managing the implementation of the SPC strategic plan



Annual section workplans with 6 monthly review

Each FAME Section will have an annual workplan, which will outline how project and programme activities contribute to FAME objectives and results. Twice per year, Sections will review their workplans and reflect on progress towards FAME objectives and results, and plan accordingly.

Annual division review

FAME will undergo an annual review of performance in implementing the business plan, coordinated by the FAME MEL Adviser. This will include performance and learning workshops and an annual report. This annual report will form the basis of FAME's contribution to SPC's Programme Results Report and organisation-wide results and learning workshop. This report will also be presented to the biennial Heads of Fisheries meeting.

Integrated and meaningful MEL

The key priorities for MEL within FAME over the 2016-2020 Business Plan period will be to: further integrate MEL and reporting processes across FAME to reduce duplicate reporting burden; improve MEL systems and processes; utilise monitoring and evaluation information for learning and planning; and, provide information on the outcomes and impacts of FAME's work.