

Fisheries, Aquaculture and Marine Ecosystems (FAME)

Performance Review of the Fisheries, Aquaculture and Marine Ecosystems Division of SPC

Final Report

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The review team consisted of CIRCA Principal Consultants Elke Mitchell and Victoria Smith. Expert Advisors Bob Gillett and Dr Joeli Veitayaki provided advice and input into the evaluation tools, data analysis and draft report.

Executive summary

The Pacific Community (SPC) is the Pacific region's principal scientific and technical organisation supporting development. SPC is owned and governed by its 26 members which includes all 22 Pacific Island Countries and Territories (PICTs) and delivers technical, scientific, research, policy and training support to PICTs in a wide range of sectors including fisheries.

The Division of Fisheries, Aquaculture and Marine Ecosystems (FAME) provides specialist expertise and technical assistance to support fisheries management and sustainable development in the Pacific. Partnering with all 22 PICTs and both regional, sub-regional and national entities working in the marine sector, FAME's goal is to ensure 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). OFP functions as the Pacific Community's regional centre for tuna fisheries and ecosystem research, fishery monitoring, stock assessment and data management. CFP provides practical scientific, policy and technical support on all aspects of coastal fisheries, and the sustainable development of aquaculture and nearshore livelihoods to member countries, sub-regions and other stakeholders. The Director's Office within FAME supports OFP and CFP through the provision of information management and monitoring, evaluation and learning (MEL) support. Most of FAME's 75 staff are based in New Caledonia, with staff also located in Fiji, Solomon Islands, Vanuatu and Kiribati.

Methodology

The Performance Improvement Framework (PIF) was used to critically assess FAME Division's current state and its fitness-for-purpose for the future. Introduced in 2009, the PIF was developed to support continuous performance improvement within the New Zealand Government. It should be noted that this PIF review is not a technical review of fisheries but a review of FAME's organisational performance and capacity for the future. The PIF approach has two major components: Results and Organisational Management. The Results component relates to the delivery of priorities and core business (as defined by the objectives in the FAME Business Plan). The Organisational Management component has four critical areas – Leadership, Direction and Delivery; External Relationships, People Development and Financial and Resource Management (SSC, 2012). The PIF provides the capacity to rate performance against consistent and established criteria.

The decision to use the PIF was specified by SPC based on its effectiveness in identifying actions to improve performance (Te Kawa & Guerin, 2012) and to ensure consistency in evaluating performance across SPC Divisions. Moreover, a critical aspect of the PIF approach is that it is undertaken by external reviewers which ensures that the findings are truly independent. The review included a preliminary desktop analysis of key documents, in-depth interviews with FAME and wider SPC staff members and stakeholders during the Heads of Fisheries (HoF) meeting, site visits to conduct stakeholder consultations in six Pacific Island Countries and additional Skype interviews, and an online survey with FAME staff members to seek anonymous and additional staff feedback on FAME's performance.

Data collection and analysis

A total of 63 FAME staff members and 9 non-FAME SPC staff members were interviewed, along with 81 stakeholders in six Pacific Countries. Individual interviews were 60 minutes in length and group interviews were generally 90 minutes, with the larger groups taking up to two hours. Most interviews were conducted face-to-face and were thematically analysed. Staff interviews were supplemented by an online survey to which 36 FAME staff responded. Descriptive analysis was performed on the level of agreement questions and open-ended comments were analysed thematically.

Performance against key result areas

The review found that FAME has a clearly articulated strategic direction in place through its current Business Plan and Results Report which reports against the key Divisional objectives. The FAME Business Plan is aligned with SPC organisational objectives and also reports against these. This approach to business planning is critical for the future success of FAME and enables an assessment of performance against key result areas.

The Business Plan reports against high-level objectives which include work completed in OFP, CFP and the Information Section. As a result, the PIF performance ratings for each objective are an assessment of overall work completed by FAME Division in relation to that objective, rather than an individual assessment of each section within FAME.

FAME has been very successful in delivering against all the identified Divisional objectives. FAME's ability to provide and facilitate access to fisheries information is rated as strong reflecting consistently high levels of performance. FAME's work in undertaking data collection on the region's fisheries and marine ecosystems, providing fisheries data management services, providing analyses and advice for evidence-based fisheries management, and providing and facilitating access to fisheries information and supporting capacity development in fisheries and aquaculture among PICTs is rated as well placed reflecting high levels of performance. While there are some challenges in FAME's work in supporting sustainable development in aquaculture and in identifying sustainable alternative livelihood options for nearshore fisheries, these areas have also been rated as well placed as there are high levels of performance and clear evidence of attention given to assessing future demands and capability needs.

Delivery of core business

While the programmes within FAME are complementary, the PIF examines delivery through the three areas of core business, the OFP, the CFP and the activities of the Information Section.

OFP is providing very high-quality services in tuna fisheries research, fishery monitoring, stock assessment and data management and successfully delivering against Divisional objectives. OFP has a strong profile in the fisheries sector in the Pacific region, and is recognised as being a leader in the provision of high-quality and reliable scientific and technical information. This enables OFP to attract high quality scientists and provide comprehensive quality scientific data and analysis to both the Western and Central Pacific Fisheries Commission (WCPFC) and member countries, both individually and through regional agencies, FFA and PNA. FAME has made a significant investment in staff expertise and new technology and these developments in data collection and monitoring systems

position FAME well for the future. Future challenges for OFP include maintaining its reputation as a world class provider of high-quality and reliable scientific and technical information and continuing to be able to attract high quality scientists and provide comprehensive scientific data and analysis to both WCPFC and member countries.

CFP is providing high-quality services across all its sections and delivering numerous successful coastal, nearshore, and aquaculture fisheries projects and services in line with FAME objectives. There is good collaboration and communication between CFP and stakeholders, and CFP staff members have strong, effective relationships at the member country level, providing excellent technical advice and quality capacity building activities across the region. There has been increasing recognition that coastal fisheries science and management, data collection and sustainable development requires more attention from member countries and FAME. The review found that while the Coastal Fisheries Science and Management (CFSM) section is highly productive and their work is highly valued, there is a need for additional resources to meet the high levels of demand for support from member countries and to increase the focus on sustainable management of coastal fisheries.

The review identified the importance of continuing to develop and strengthen the long-term approach to aquaculture in the region, providing assistance to member countries to implement feasibility studies with an emphasis on sustainable development, economic analysis and market appraisal. The reviewers are aware that the Aquaculture Section has been moving in this direction for some time but note that it is likely that an additional economist position will be required to fully implement this approach.

The review also identified the potential for CFP to take a stronger leadership role in the region, developing a long-term, strategic and sustainable approach to the challenges in coastal fisheries and to the collection of the information required for sustainable development and management of coastal fisheries. An important aspect of this leadership role would be to identify the data requirements for coastal fisheries development, science and management in specific countries, the best practice for collecting that data and to assist member countries to effectively manage coastal fisheries data collection. CFP is working in a complex and rapidly changing area with many challenges and the review identified a need for more opportunities for member countries to collaborate on issues impacting coastal fisheries and noted that a Coastal Fisheries Regional Working Group could strengthen this focus.

The FAME Information Section is recognised as a provider of high-quality specialist fisheries resources and information in the fisheries sector and in the Pacific region. The resources provided by the Information Section are unique in combining communication best practice and fisheries expertise, contributing to the reputation and visibility of FAME as a centre of excellence in fisheries development and management, as well as providing important opportunities for FAME staff to disseminate programme results widely.

Leadership, Direction and Delivery

FAME's vision appears to be well understood and accepted within FAME and among stakeholders across the region. The strong articulation of FAME's, vision, purpose and strategy is also evidenced through the Division's ability to attract and secure funding and maintain strong relationships with member countries and stakeholders. FAME staff members appear to be motivated by a shared sense

of purpose to achieve FAME's vision and broader objectives and for the most part there is a clear understanding of how their work contributes to the division achieving results against its priority areas. The most recent business planning process seems to have increased this sense of shared purpose within FAME.

The Director provides effective leadership across FAME and the region and is viewed as a strong advocate for the fisheries sector. Leadership in OFP is also seen as effective and a key strength of FAME. Whilst the leadership of the CFP was also viewed favourably, issues were identified in relation to a lack of shared vision and direction. It should be noted that leadership concerns with CFP should be considered within the challenging context the CFP operates and the significant demands from member countries, as outlined in the results section of this review.

It was evident to the reviewers that FAME staff are committed to the Division's vision and have a strong work ethic, a willingness to go above and beyond stated work roles and requirements, a belief FAME's work is making a difference, an openness and transparency, and a collegial approach and desire to collaborate. However, clearer articulation and promotion of FAME's values, behaviours and culture may be beneficial to take the Division forward.

FAME has systems, structures and practices that support delivery of its core business, including the FAME Business Plan, annual work plans and country level programming. The review recognised an opportunity for FAME to improve collaboration, communication and prioritisation of work planning within FAME and with member countries, including the establishment of a more formal approach to collaborative work planning with PICTs. Such an approach would help government fisheries agencies internally plan and allocate resources and ensure national priorities are addressed.

While there have been discussions about structural changes within FAME, the reviewers have not found evidence that a structural change would address the existing concerns and instead recommend that FAME increases its coastal fisheries scientific and management capacity in CFP and improve the advice provided to countries regarding the collection of data required to support coastal fisheries management. However, opportunities for collaboration between OFP and CFP need to be enhanced in order to present a strong organisational profile.

Overall, there is an understanding of the FAME Division's roles, responsibilities and accountabilities internally among FAME staff members as well as externally among wider SPC staff members and stakeholders. Collaboration between FAME and other SPC Divisions is currently limited and dependent on available funding and individuals involved.

The review identified that the MEL Advisor position has led to the implementation of results based business planning, strengthening of monitoring and evaluation activities and greater focus on measuring outcomes. The MEL Advisor has also enhanced capabilities around collaboration and in developing new funding opportunities and the reviewers noted that consideration should be given to expansion of MEL within FAME.

External Relationships

FAME has built relationships of trust and confidence with its member countries and has an excellent reputation regarding technical assistance and service delivery. Member countries noted that FAME is accessible, open and willing to provide assistance and support. Whilst some member countries are reliant on FAME to undertake fieldwork and other tasks due to limited institutional capacity, others are seeking capacity building support to implement services internally within government fisheries agencies. There is a risk that FAME's work will move from providing technical support and advice to conducting work in place of government fisheries agencies in those countries where capacity is limited, and in some situations, this is already happening. FAME is responsive to PICTs needs and assigns resources to meet objectives. However, some FAME staff, member countries and other stakeholders expressed concern over FAME's approach to addressing member countries priorities, suggesting priorities are decided with limited consultation or collaboration at the country level.

FAME is working collaboratively and successfully with many NGO's in the region, who reported that the Division was a collaborative, responsive and accessible partner. A few NGO's reported that differences in vision between organisations makes collaborating with FAME difficult. The review identified the need for FAME to strengthen its approach to partnering with NGOs and academic institutions in the region.

FAME has collegial and collaborative working relationships with several regional organisations in the Pacific. There is a clear symbiotic relationship between FAME and these regional organisations where each organisation relies heavily on the other to achieve its core objectives. Stakeholders were positive about their working relationship with FAME and the Division's open, responsive and collaborative approach. Challenges to FAME partnering with regional organisations include time and financial constraints and the geographical distance between organisations. The potential to meet with regional organisations to set priorities was identified as a potential strategy to strengthen cross organisational relationships. Opportunities to capitalise on existing relationships to increase the profile and advocacy of key political challenges within the fisheries sector was also identified.

There is some collaboration taking place between FAME and industry agencies, including tuna tagging, trialling of new technologies, e-monitoring and e-reporting and post-harvest activities. While most industry stakeholders reported good relationships with FAME, there is a need for FAME to support member countries in developing formal relationships with industry and avenues to share relevant information in a timely manner.

A strong relationship exists between FAME and donor partners. Donor agencies have a high level of confidence in FAME and report that the Division communicates and collaborates effectively, is responsive to donor agencies requests and is meeting donor expectations. There are opportunities for FAME to engage and forge relationships with new donors and source alternative funding opportunities.

People Development

In leadership and workforce development FAME faces challenges both in succession planning to ensure the next generation of staff are equipped to take on leadership roles in the future and in retaining staff in the face of short-term contracts. FAME currently provides opportunities for Pacific Islander staff

through mentoring, capacity building in-country and the Junior Professional Program. The review identified staff capacity building, training and professional development within FAME as an area requiring improvement.

A SPC wide Performance Development System (PDS) that guides the management of staff performance within FAME is in place and performance reviews are conducted annually and include the development of staff workplans. The review identified limitations in the PDS, particularly the lack of follow-through on training or professional development needs.

It was clear to the reviewers that there is effective management of staff within FAME and that the FAME Senior Management team (SMT) provide an open and supportive working environment for staff. FAME staff were positive about SMT management and the proactive nature in which managers address staff issues and concerns.

Financial and Resource Management

Financial management at SPC is robust and supported by comprehensive monitoring and reporting systems and new financial systems have been put in place to make financial reporting more straightforward and efficient. The major challenge to FAME in relation to financial management is the short-term nature of most funding which means opportunities for strategic planning is limited, particularly in relation to CFP, which is more heavily impacted by shifts in donor funding priorities. The last few years have presented a range of financial challenges and the prioritisation process has resulted in limitations on expansion.

There is a need for greater focus on information management within the Division, particularly regarding the IT infrastructure and investing in improvements to the FAME website and FAME's social media presence. There is also a need for a greater focus on promotion of FAME and its successes. An important aspect of information and resource management is the value in unlocking information collected by FAME and ensuring it is widely available and easy to use.

There are also challenges presented by non-FAME systems and structures at SPC that hinder the delivery of FAME's work, including Information and Communication Technology (ICT), effective use of social media platforms, cost recovery measures, financial systems and complex central administrative systems, which have significantly increased the workload on FAME staff. Consideration should be given to streamlining these processes so the overall negative impact and administrative burden on FAME is reduced.

Overall, FAME is an effective and efficient Division, which has a comprehensive approach to business planning with results mapped against FAME output and outcome indicators and SPC objectives. FAME adheres to SPC policies on asset management and risk management. FAME also uses a risk matrix identifying potential risk and constraints to achieving against its results in the Business Plan and proposed strategies for addressing these risks.

Future challenges

Overall FAME is responding well to current priorities and challenges in the region. FAME's ability to respond to future challenges and priorities is less clear. There are a range of issues, trends and developments within FAME, the fisheries sector and wider Pacific region that may impact on FAME's work in the next three to five years. Future challenges include:

- ❶ FAME's ability to stay at the forefront of stock assessment analysis, given limited internal resources and time allocated to innovation. Maintaining the quality of stock assessments and confidence of member countries after the present senior OFP staff retires as well as addressing ongoing criticism regarding the quality and reliability of data from industry and other stakeholders. Meeting the increasing demand for additional observer trainers and assessors, with the introduction of observers on long-line vessels and the high turnover of observer staff.
- ❷ FAME's ability to manage coastal fisheries, including balancing demands for coastal fisheries sustainable development and economic growth versus the need for resource protection, rehabilitation and management of coastal fisheries resources.
- ❸ FAME's ability to improve the quality of evidence around financial viability of aquaculture projects by ensuring a greater emphasis on economic modelling by member countries.
- ❹ Ensuring information and resources are reaching their target audience, managing the demand for print resources while expanding the availability of digital resources and FAME's social media presence.
- ❺ Resourcing the demands for technical assistance for capacity building from member countries and resisting the potential to undertake work in place of government fisheries agencies where capacity is limited.
- ❻ The unpredictability of funding and reliance on short-term and project funding and in the case of OFP, the reliance on funding received from WCPFC.
- ❼ Staff retention and the loss of leadership and technical and corporate knowledge with changes in long-term personnel.

Recommendations

Below is a list of recommendations designed to ensure FAME's fitness for purpose in the future. The reviewers recognise that some of these recommendations have cost implications and present funding challenges in terms of implementation.

Core business

1. That SPC continues to support FAME as a centre of excellence in fisheries science and management, sustainable development and innovation.
2. That OFP are provided with adequate resources to enable scientists to be innovative and explore and develop new models for stock assessments. Mechanisms should be developed

to ensure the OFP continues to attract and retain high-level scientists, including maintaining flexibility in the use of long-term consultants.

3. That FAME continue to invest in new technology in data collection, reporting and information management to ensure the Division is at the forefront in the collection and dissemination of both oceanic and coastal fisheries knowledge and expertise. This should include ensuring project management capacity is available to support the full implementation of e-monitoring and e-reporting including quality standards and guidelines for collection and storage of data.
4. That FAME's current structure be maintained and that in order to strengthen coastal fisheries science, management, data collection and sustainable development; a strategic planning process for CFP should be implemented and include:
 - a) A greater focus on leadership in coastal fisheries including building innovation and collaboration and developing a long-term approach to advising countries in the collection of data required to support coastal fisheries science, management and sustainable development.
 - b) An increase in the allocation of resources for effective coastal fisheries science and management. This should include an increase in staffing in Coastal Fisheries Science and Management.
 - c) The strengthening of economic analysis of aquaculture projects, including providing support to member countries to collect data so the progress in aquaculture development is readily discernible. It is likely that an additional economist position in FAME will be required to develop this approach.
 - d) That the evidence related to aquaculture projects be strengthened along with a communication strategy to highlight successful aquaculture activities in member countries.
 - e) That the NFDS is supported to address the identified gap in the post-harvest aspect of coastal fisheries and that this be considered as an area for future expansion in CFP.
 - f) The establishment of a Coastal Fisheries Working Group and the formation of sub-regional networks.
5. That FAME establishes more formal collaborative planning approaches with member countries in both oceanic and coastal fisheries in order to have a more coordinated and planned approach to responding to country requests.
6. That FAME should assess the viability of locating a generalist staff member in three sub-regional locations by utilising the process set out in the SPC position paper on establishing country presence.

7. That FAME continues to resource the Information Section including in the development of new strategies, approaches and technologies to ensure information and resources are reaching a wide range of stakeholders.

Leadership and governance

8. That the FAME Divisional Director works with Deputy Directors to develop a succession plan for senior leadership positions to ensure continuity of expertise and corporate knowledge in the Division.
9. That FAME continues with the development and implementation of planning, monitoring and reporting frameworks to measure outcomes against Divisional and SPC objectives and that consideration be given to expansion MEL in FAME.

Collaboration and communication

10. That FAME implements a regular joint CFP and OFP forum, to enhance communication and collaboration and contribute to building a strong organisational profile.
11. That FAME SMT collaborates with other SPC Divisions to develop funding opportunities and projects where there are shared objectives and the work contributes to SPC wide goals.
12. That FAME demonstrates collaboration and continues to build strong relationships with stakeholders, including developing partnerships with NGOs and non-traditional partners.
13. That a Communication Manager/Officer role be established within FAME to support and extend the promotion of FAME's work.
14. That resources are allocated to the continued provision of high quality information and the maintenance and improvement of the FAME website to more effectively showcase the work of FAME.

People development

15. That FAME consistently utilises the PDS to manage staff performance and address poor performance.

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List of Abbreviations

ANCORS	Australian National Centre for Ocean Resources and Security
CFP	Coastal Fisheries Programme
CFSM	Coastal Fisheries Science and Management
CIRCA	Cultural and Indigenous Research Centre Australia
CROP	Council of Regional Organisations in the Pacific
DFAT	Department of Foreign Affairs and Trade
DM	Data Management Section
EDF	European Development Fund
FAME	Fisheries, Aquaculture and Marine Ecosystems
FAO	Food and Agriculture Organization of the United Nations
FAD	Fish Aggregating Device
FEMA	Fisheries and Ecosystem Monitoring and Analysis
FFA	Forum Fisheries Agency
FFIA	Fiji Fishing Industry Association
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HoF	Heads of Fisheries
HR	Human Resources
ICT	Information and Communication Technology
IT	Information Technology
IUCN	International Union for Conservation of Nature
JICA	Japan International Cooperation Agency
LMMA Network	Locally Marine Managed Area Network
LRD	Land Resource Division
MAF	Ministry of Agriculture and Fisheries (Samoa)
MAFF	Ministry of Agriculture, Food, Forests and Fisheries (Tonga)
MCS&E	Monitoring, Control, Surveillance and Enforcement
MEL	Monitoring, Evaluation and Learning
MFAT	Ministry of Foreign Affairs and Trade
MFMR	Ministry of Fisheries and Marine Resources (Solomon Islands)
MIMRA	Marshall Islands Marine Resources Authority
MISSIF	Mekem Strong Solomon Islands Fisheries Project
MSG	Melanesian Spearhead Group
MSWG	Marine Sector Working Group
NFDS	Nearshore Fisheries Development Section
NGO	Non-Government Organisation
NORMA	National Oceanic Resources Management Authority (FSM)

OFP	Oceanic Fisheries Programme
PEARL	Planning, Evaluation, Accountability, Reflection and Learning
PDS	Performance Development System
PICTs	Pacific Island Countries and Territories
PIF	Performance Improvement Framework
PIFS	Pacific Islands Forum Secretariat
PIRFO	Pacific Islands Regional Fisheries Observer
PNA	Parties to the Nauru Agreement
SAM	Stock Assessment and Modelling Section
SAMOA Pathway	Small Island Developing States Accelerated Modalities of Action Pathway
SDD	Social Development Division
SDG	Sustainable Development Goals
SLT	Senior Leadership Team
SMT	Senior Management Team
SPC	The Pacific Community
SPREP	Secretariat of the Pacific Regional Environment Programme
SSF Guidelines	Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries
TNC	The Nature Conservancy
ToR	Terms of Reference
TVM	Te Vaka Moana
USP	The University of the South Pacific
WCPFC	Western & Central Pacific Fisheries Commission
WCS	Wildlife Conservation Society
WWF	World Wide Fund for Nature

1. Context

SPC

The Pacific Community (SPC) is the Pacific region's principal scientific and technical organisation supporting development. SPC was established under the Canberra Agreement in 1947 and is owned and governed by its 26 members, which include all 22 Pacific Island Countries and Territories (PICTs).

SPC delivers technical, scientific, research, policy and training support to PICTs in a range of sectors including fisheries, agriculture, energy, disaster risk management, transport, public health, education, human rights, gender, youth and culture.

FAME division

One of the oldest divisions of SPC is the Division of Fisheries, Aquaculture and Marine Ecosystems (FAME). The FAME Division provides specialist expertise and technical assistance to support fisheries management and sustainable development in the Pacific. Partnering with all 22 PICTs and both regional, sub-regional and national entities working in the marine sector, FAME's goal is to ensure 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). OFP functions as the Pacific Community's regional centre for tuna fisheries research, fishery monitoring, stock assessment and data management. OFP has three sections: Stock Assessment and Modelling (SAM), Data Management (DM) and Fisheries and Ecosystem Monitoring and Analysis (FEMA).

CFP provides practical scientific, policy and technical support on all aspects of coastal fisheries, and the sustainable development of aquaculture and nearshore livelihoods to member countries, sub-regions and other stakeholders. The CFP is made up of three sections: Aquaculture, Nearshore Fisheries Development (NFDS) and Coastal Fisheries Science and Management (CFSM).

The Director's Office within FAME supports OFP and CFP through the provision of information management and monitoring, evaluation and learning (MEL) support.

Most of FAME's 75 staff members are based in New Caledonia, while some are located in Fiji, Solomon Islands, Vanuatu and Kiribati.

FAME in context

The primary focus of PICTs fisheries departments is development, and most have national development plans with a focus on harvesting and creating economic wealth from their natural resources, with marine resources as a focus. Most fisheries departments focus their efforts on development and management of their tuna (and associates species) resources. Given the regional focus on the tuna fishery and requirements of the WCPFC, there are legal requirements for the PICTs

to provide specific information on an annual basis, with deadlines for providing this information. This allows a structured approach with regional standards to adhere to, and FAME's OFP provides assistance to the PICTs to meet most of these annual requirements.

Coastal fisheries on the other hand are a national responsibility and have not received the same attention as the tuna fishery in regard to resources and focus. This is changing with greater political will and awareness of the importance of coastal resources for food security and small-scale livelihoods, as well as the cultural significance of coastal resources in many countries. Given the national focus, each PICT has developed their own approach to data collection, coastal fisheries science and management, although development remains a primary focus. FAME's CFP works with PICTs to standardise systems and processes, such as data collection, survey methodologies, and databases.

2. Methodology

Approach

Performance Improvement Framework

The Performance Improvement Framework (PIF) was used to assess the FAME Division's fitness-for-purpose today and for the future. Introduced in 2009, the PIF was developed to support continuous performance improvement across State Services with the New Zealand Government. The PIF approach allows for the critical examination of the current state of an agency and how well it is positioned to manage future issues and meet its goals (SSC, 2012; Te Kawa & Guerin, 2012). Furthermore, this approach seeks to identify what the agency does well and the opportunities to drive performance improvement to ensure the agency is both fit-for-purpose and fit-for-the-future (SSC, 2012). It should be noted that this PIF review is not a technical review of fisheries but a review of FAME's organisational performance and capacity for the future.

The PIF approach has two major components: Results and Organisational Management. The Results component relates to the delivery of priorities and core business while Organisational Management has four critical areas – Leadership, Direction and Delivery; External Relationships, People Development and Financial and Resource Management (see [Appendix 1](#)) (SSC, 2012). Ratings are given for FAME's performance in each of these areas in accordance with the rating scale spelled out below.

The PIF was developed based on international research into models applied in the private and public sector (particularly the UK and Canadian public sector models).

Why the PIF?

The decision to use the PIF was specified by SPC based on its credibility as a model and to ensure a consistent basis for evaluating performance across SPC Divisions is maintained. Evidence of its effectiveness in identifying actions necessary to improve performance are evident in the literature, bolstering the rationale for its use (Te Kawa & Guerin, 2012). Moreover, a critical aspect of the PIF approach is that it is undertaken by external reviewers. This ensures that the findings are truly independent and unbiased.

Data collection and analysis

The review began with a preliminary desktop analysis of key documents provided by FAME. The reviewers then conducted interviews with FAME staff, wider SPC staff and some stakeholders during the 10th SPC Heads of Fisheries (HoF) meeting. Site visits to conduct further stakeholder consultations were then undertaken across six Pacific Island Countries, specified by FAME and supplemented with Skype interviews. Overall, analysis of the data collected was weighted towards the views of member countries. The six-member countries visited were Federated States of Micronesia, Fiji, Samoa, Solomon Islands, Tonga and Vanuatu. Analysis was weighted towards staff views in relation to specific internal issues, particularly in relation to people development.

FAME Self-Review

FAME staff consultations

In total 63 FAME staff members were consulted directly as part of the review, with almost all consultations undertaken face-to-face during the week of 13-18 March 2017. FAME staff members were asked questions around the extent to which they agree with statements related to the PIF's four major components, Leadership, Direction and Delivery; External Relationships; People Development; and Financial and Resource Management. All interviews were conducted by CIRCA consultants, Victoria Smith and Elke Mitchell. Individual interviews were 60 minutes in length and group interviews were generally 90 minutes, with the larger groups taking up to two hours. Consultations were thematically analysed. A full list of staff consulted is provided at Appendix 3.

Online survey

An online self-review survey was developed to seek anonymous feedback on FAME's performance and to supplement the staff consultations. The survey was designed in line with themes presented in the PIF. FAME staff members were asked to respond to a series of statements related to the PIF's four major components, Leadership, Direction and Delivery; External Relationships; People Development; and Financial and Resource Management. Respondents indicated the extent to which they agree with these statements on a four-point Likert scale, with the following options: Agree strongly; Agree a little; Disagree a little; and Disagree strongly. The rating scale allowed for degrees of opinion to be revealed. Staff members were also given the opportunity to respond qualitatively through open-ended commentary.

An English and French translated version of the survey was designed on Survey Monkey and distributed to FAME staff via email on 2 May 2017. A reminder email was sent to FAME staff members prior to the survey's closure on 19 May 2017. Survey responses were anonymous. English and French responses to the survey were extracted from Survey Monkey and exported into Microsoft Excel for analysis. French responses were translated into English and merged with English survey responses. In total, 36 FAME staff out of 75 responded to the FAME Self-Review Survey in its entirety. Two respondents dropped out after the respondent profile questions and were excluded from the analysis.

Data was aggregated by profile characteristics (gender, duration of employment, area of work etc) and analysed descriptively using pivot tables in Excel. Open-ended comments were analysed thematically. More than half of the respondents (56%) worked in the OFP, compared to 36% in the CFP. The majority of respondents were male (67%) and 64% were not in a role that involved managing FAME employees in day-to-day work. Most respondents had worked at FAME for either one to five years (42%) or more than ten years (36%). Table 1 demonstrates the complete profile of FAME staff responding to the FAME Self-Review Survey.

Table 1. Profile of respondents to FAME Self-Review Survey (n=36), 2017.

Profile	Characteristic	N	% of total responses
Area of work	Oceanic Fisheries Programme	20	56
	Coastal Fisheries Programme	13	36
	Director's Office	3	8
Gender	Male	24	67
	Female	12	33
Management of employees	Manage FAME employees in day-to-day work	13	36
	Do not manage FAME employees in day-to-day work	23	64
Duration of employment	Less than one year	4	11
	One to five years	15	42
	Five to ten years	4	11
	More than ten years	13	36

Stakeholder consultations






Consultations with stakeholders formed an important part of the review process. In total, 81 stakeholders were interviewed from a wide range of organisations including donor agencies, key regional organisations, NGOs and representatives from the fishing industry. Departments of fisheries staff were consulted in the six countries visited – Federated States of Micronesia, Fiji, Samoa, Solomon Islands, Tonga and Vanuatu. Additional consultations were held with two representatives from the Marshall Islands. In addition, nine non-FAME SPC staff members were also interviewed as part of the stakeholder consultations.

All interviews were conducted by CIRCA consultants, Victoria Smith, Elke Mitchell and Dr Joeli Veitayaki (who conducted interviews in Tonga and Fiji). Individual interviews were 60 minutes in length and group interviews were generally 90 minutes, with the larger groups taking up to two hours. All interviews were conducted face-to-face unless otherwise indicated. Consultations were thematically analysed. A full list of stakeholders consulted is provided in Appendix 4.








3. Ratings Summary







Rating Scale

The PIF provides a rating scale against which FAME activities have been measured, and the meanings of the ratings are outlined below.

RATING	JUDGEMENT	WHAT IT MEANS
	Strong	Best practice/excellent <ul style="list-style-type: none"> • High level of capability and sustained and consistently high levels of performance • Systems in place to monitor and build capability to meet future demands • Organisational learning and external benchmarking used to continuously evaluate and improve performance.
	Well placed	Capable <ul style="list-style-type: none"> • Delivering to expectations with examples of high levels of performance • Evidence of attention given to assessing future demands and capability needs • Comprehensive and consistently good organisational practices and systems in place to support effective management.
	Needing development	Developing <ul style="list-style-type: none"> • Adequate current performance – concerns about future performance • Beginning to focus on processes, repeatability, evaluation and improvement and management beyond and across units • Areas of underperformance or lack of capability are recognised by the agency • Strategies or action plans to lift performance or capability, or remedy deficiencies are in place and being implemented.
	Weak	Unaware or limited capability <ul style="list-style-type: none"> • Significant area(s) of critical weakness or concern in terms of delivery and/or capability • Management focuses on tasks and actions rather than results and impacts • Agency has limited or no awareness of critical weaknesses or concerns • Strategies or plans to respond to areas of weakness are either not in place or not likely to have sufficient impact
	Unable to rate/not rated	There is either: <ul style="list-style-type: none"> • No evidence upon which a judgement can be made; or • The evidence available does not allow a credible judgement to be made.

Results

FAME OBJECTIVES	RATING
Undertake data collection on the region's fisheries and marine ecosystems	
Provide fisheries data management services	
Provide analyses and advice for evidence based fisheries management	
Support the sustainable development of aquaculture	
Identify the sustainable alternative livelihood options for nearshore fisheries	
Provide and facilitate access to fisheries information	
Support capacity development in the fisheries and aquaculture among PICTs	

CORE BUSINESS	RATING (EFFECTIVENESS)	RATING (EFFICIENCY)
Oceanic Fisheries Programme		
Coastal Fisheries Programme		
Information Section		




Rating System


 Strong	 Well placed	 Needing development	 Weak	 Unable to rate/not rated
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Organisational Management

LEADERSHIP, DIRECTION AND DELIVERY	RATING
Purpose, Vision and Strategy	
Leadership and Governance	
Values, Behaviour and Culture	
Structure, Roles and Responsibilities	
Review	

EXTERNAL RELATIONSHIPS	RATING
Engagement with Member Countries	
Engagement with NGOs and Academic Institutions	
Engagement with Regional Organisations	
Engagement with Industry	
Engagement with Donors	

PEOPLE DEVELOPMENT	RATING
Leadership and Workforce Development	
Management of People Performance	
Engagement with Staff	

FINANCIAL AND RESOURCE MANAGEMENT	RATING
Asset Management	
Information Management	
Improving Efficiency and Effectiveness	
Financial Management	
Risk Management	

Rating System

 Strong	 Well placed	 Needing development	 Weak	 Unable to rate/not rated
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4. Results section

Part One of the Results section focusses on FAME's current performance against FAME objectives and is based on the results reports produced by FAME and consultations with staff and stakeholders. Part Two of the Results section reviews FAME's effectiveness and efficiency in delivering its core business and is based on the overall research conducted for this performance review. Effectiveness is defined as successfully achieving the stated or intended outcomes from an activity. Efficiency is defined as maintaining quality while increasing output and/or reducing input.

The PIF framework uses the Results section to identify critical gaps and opportunities between current and future capability and performance – this is termed the 'performance challenge'. Questions in consultations with staff and stakeholders focussed around how well FAME Division is seen as performing against the seven key objectives (outlined below).

Part one: Delivery of FAME Priorities in 2016

This section reviews FAME's ability to deliver on its stated strategic objectives outlined in the FAME Business Plan. The Business Plan reports against high-level objectives which include work completed in OFP, CFP and the Information Section. As a result, the performance ratings for each objective in this section are an assessment of overall work completed by FAME Division in relation to that objective, rather than an individual assessment of each section within FAME. As a result, there is potential for strengths and/or weaknesses in one area to be masked by another in the overall rating.

Assessments against each of FAME's objectives below is based on the Results Report for January to December 2016 and supplemented by consultations with FAME staff, member countries and other stakeholders. It should be noted this is the first Results Report linked to the new business planning process and there is room for development and streamlining of this reporting process. In selecting a point in time to assess FAME activities (January to December 2016), there will inevitably be activities that are not captured here, as it is essentially a snapshot of a defined period.

FAME objective 1: Undertake data collection on the region's fisheries and marine ecosystems
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Performance Rating: Well Placed
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FAME objective 2: Provide fisheries data management services

Performance Rating: Well Placed
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FAME objective 3: Provide analyses and advice for evidence based fisheries management
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Performance Rating: **Well Placed**



FAME objective 4: Support the sustainable development of aquaculture

Performance Rating: **Well Placed**



FAME objective 5: Identify the sustainable alternative livelihood options for nearshore fisheries

Performance Rating: **Well Placed**



FAME objective 6: Provide and facilitate access to fisheries information

Performance Rating: **Strong**



FAME objective 7: Support capacity development in the fisheries and aquaculture among PICTs

Performance Rating: **Well Placed**



Overview

The review found that FAME has a clearly articulated strategic direction through its current business plan, which aligns directly with the SPC Strategic Plan and SPC Planning, Evaluation, Reflection and Learning (PEARL) at SPC. In addition, FAME's work contributes to regional strategies and frameworks, including at an international level (UN Sustainable Development Goals (SDGs); Small Island Developing States Accelerated Modalities of Action Pathway (SAMOA Pathway); Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries (SSF Guidelines); Aichi Biodiversity Targets) and at a regional and sub-regional level (Regional Roadmap for Sustainable Pacific Fisheries; A New Song for Coastal Fisheries (MSG Roadmap); Micronesia Challenge). Business planning processes are in place, with a FAME Business Plan tabled at the March 2017 HoF meeting. FAME also produces a Results Report, which reports against the key divisional objectives and SPC outcomes.

The FAME Business Plan (the Business Plan) was developed through consultation with staff, key stakeholders and Heads of Fisheries resulting in a well-balanced document. Stakeholders, including donors, recognised that this type of business planning is critical for the future success of FAME. The role of the MEL Advisor in supporting the development of the business planning process was

acknowledged by stakeholders, staff and management. Despite its strengths, the Business Plan would benefit from the inclusion of performance indicators.

The FAME Business Plan outlines key areas of focus to promote gender equity and shared benefits across the region which reflects gender policies and a gender mainstreaming process within SPC. Strategies around youth appear to be more limited and this is an area where increased focus and investment is required.

The HoF meeting, held every two years, is the key forum driving the strategic direction of FAME with all SPC member countries, and most regional partners, donors and other key stakeholders in attendance. The HoF provides an important opportunity for FAME staff and stakeholders to invest time in planning and developing strategic approaches.

Objective 1: Undertake data collection on the region's fisheries and marine ecosystems

OFP has a long-established and major role in data collection and the collection of oceanic fisheries data is comprehensive and of a very high quality. The FAME Results Report Jan-Dec 2016 notes that OFP enhanced regional ecosystems, fisheries and biological data for key species through the 12th Central Pacific tuna tagging cruise, accessing locations for drifting fish aggregation devices (FADs) to reduce costs and increase quality from tagging cruises and contributing to data on the impact of FADs on sustainability and tuna stocks. In 2016, FAME scientists participated in a Japanese research cruise on tuna food webs, and freshwater eel larval migrations and also on scientific cruises Nectalis 4, Nectalis 5 in New Caledonia and Samoa EEZ which went around Savai'i and Upolu in Samoa. OFP also works with member countries to collect and process logsheet data from offshore fishing vessels.

Compared to OFP, CFP currently has a more minor role in data collection, a reflection of the complexity of coastal fisheries data collection and also limited resources in member countries and within FAME. In 2016, community coastal data collection has taken place including monitoring and mapping activities in Vanuatu, coastal fisheries resource assessment in Niue and biological sampling of key coastal reef fish and sea cucumber assessment in Tonga. However, while there is evidence that coastal fisheries data is being collected, the collection of data is not necessarily strategic and appears to be driven by project funding and ad-hoc requests from member countries. Looking forward, it would be valuable for FAME to adopt a strategic approach to providing advice and support to member countries in the collection of useful coastal fisheries data that supports coastal fisheries management. CFP and OFP are already working together on the electronic collection of data through TAILS and this has the potential to be further enhanced and streamlined.

Objective 2: Provide fisheries data management services

Provision of oceanic fisheries data management by OFP is complex and comprehensive and is recognised as best practice in the sector. In 2016, OFP was successful in consolidating and managing regional tuna data holdings through the regional oceanic fisheries data processed and available to PICTs through data management and support services including the 1,709 observer trips processed. FAME has successfully developed regionally standardised systems, tools and support services for data management and reporting of oceanic and coastal fisheries including TUFMAN2, the Tuna Data Helpdesk, standardised data acquisition of the region's tuna fisheries, improved e-reporting

mechanisms in 7 PICTs, investigation of small-scale fishing registration system for PICTs, and the TAILS mobile application for small scale fisheries. Fifteen of 17 PICTs met the regional level Western & Central Pacific Fisheries Commission (WCPFC) reporting deadline, an increase from six PICTs in 2013.

In 2016, CFP developed new coastal fisheries and ecosystem data management tools including new web modules for seagrass health survey and mapping, mangrove survey and mapping, coconut crab surveys and shipment inspection and upgrades for other modules. Coastal fisheries and ecosystem data management systems have been used by 10 PICTs to enter and manage their coastal data.

FAME have made significant and successful developments in new mobile and tablet technologies which enhance the management of data in both coastal and oceanic fisheries and which has been appreciated by member countries. There is potential for CFP to strengthen the strategic advice and support provided to member countries to ensure the implementation of useful coastal fisheries data management services. Looking forward, strengthening the investment in new technologies in fisheries data management will position FAME well for the future.

Objective 3: Provide analyses and advice for evidence based fisheries management

In 2016, OFP successfully provided high quality stock assessments of key renewable oceanic resources and supported fisheries and biological data analysis through stock assessments for submission to the 12th session of the Scientific Committee of the WCPFC. Evaluation, analysis and advice in regional management measures and regional ecosystems informed a range of management decisions at WCPFC13. OFP has also provided ecosystem, climate change, biodiversity, marine resource and fisheries assessments, models and analyses and evaluation that has assisted in making key national and regional oceanic fisheries management decisions. New modelling approaches were utilised for the 2016 stock assessments and analyses, bio-economic tools were developed to assist policy decisions and the Tokelau Arrangement members explored approaches to enhance profitability.

CFP has a key role in providing ecosystem, climate change, biodiversity and fisheries analysis and in 2016 successfully provided coastal ecosystems climate change monitoring in Marshall Islands, FSM, Tuvalu, Kiribati and PNG, with preparation for another round of surveys confirmed for 2017. In 2016, CFP also provided support for the review and implementation of coastal fisheries management measures in Tonga, Fiji and Vanuatu and provided support for the review and implementation of fisheries management legislation, policies, plans and Monitoring, Control, Surveillance and Enforcement (MCS&E) in several PICTs. This included the development of key policy and strategic plans in Vanuatu, Samoa, Tonga and the development of the National Fisheries Policy in Fiji. CFP has also provided extensive economic data, analysis and advice for informed decision-making, for example, through ongoing analysis and the establishment of data collection systems for nearshore FAD monitoring and economic evaluation.

A key feature of FAME's work is the provision of data, analysis and advice for informed decision-making and OFP, CFP and the Information Section contribute to this goal through the development of tools to inform and assist policy and management decisions. FAME also provided analysis and up-to-date data for informed decision-making through the publication in 2016 of Fishing in the Economies of Pacific Island Countries and Territories by Robert Gillett.

While there is a high level of satisfaction with the analyses and advice for evidence-based fisheries management provided by FAME, there is room to strengthen FAME's role in providing analyses and advice for evidence-based fisheries management in coastal fisheries, by providing additional support and advice to member countries.

Objective 4: Support the sustainable development of aquaculture

CFP has responsibility for supporting the sustainable development of aquaculture in the region and in 2016 they have achieved this through the development of regional and national policy and planning in the aquaculture sector including an import risk assessment for French Polynesia, the development of national aquaculture plans for Fiji and Vanuatu and a regional policy on eel fishery. CFP also provide extensive technical support for aquaculture

During 2016, extensive technical support has also been provided for aquaculture projects including post-disaster rehabilitation work in Vanuatu and Fiji to re-establish government aquaculture infrastructure after tropical cyclones Pam and Winston. Other projects which have involved significant community engagement include the first ever harvest of cage cultures tilapia fish in Samoa (produced 380kg with 80% survival rate of fingerlings), and the first ever seeding of sandfish to restock overexploited sea cucumber fisheries in Kiribati. CFP has also enhanced the management of aquatic biosecurity through planning and protocol development including a regional aquatic biosecurity plan to assist in the development and management of aquaculture in the Pacific.

A significant amount of successful work has been done in relation to gender mainstreaming in CFP through a partnership approach between the Aquaculture Section and the Social Development Division (SDD), which reflects the high number of women involved in aquaculture and the potential for further engagement of women. This collaborative approach could be used as an effective model across FAME to enhance the focus on gender mainstreaming.

Since the impacts and benefits of aquaculture projects are variable it is important that FAME continue to strengthen its economic analysis of aquaculture projects; this is discussed in detail in Part 2: Delivery of Core Business.

Objective 5: Identify the sustainable alternative livelihood options for nearshore fisheries

During 2016, CFP has been successful test and develop innovative, sustainable subsistence, artisanal, commercial and recreational fishing opportunities including the deployment of FADs. The first regional Expert Consultation on nearshore FADs was held in June 2016 in conjunction with WorldFish with participants from 11 member countries. The consultation was important in supporting member countries transition to sustainable FAD programs. Alternative sustainable fishing innovations include Diamondback squid fishing trails held in Tahiti using gear adapted for small boats.

In 2016, CFP has also provided support to member countries to conduct post-disaster needs assessments in the fisheries and aquaculture sectors, for example, SPC coastal fisheries and aquaculture staff were part of the assessment team and Fiji included the Department of Fisheries in a post-disaster needs assessment for the first time after TC Winston. Initiatives were also undertaken in ensuring the safety of fishing vessels and in fish handling.

Identification of sustainable livelihood options for nearshore fisheries is one of the many challenges faced by coastal fisheries, and further investigation and provision of evidence in relation to the cost/benefits of innovations and alternatives, including those outside the fisheries sector should be encouraged.

Objective 6: Provide and facilitate access to fisheries information

The Information Section provides a unique combination of technical knowledge, communication of best practice and knowledge management and, working closely with OFP and CFP, contributes to positioning FAME as a centre of excellence in fisheries development and management.

In 2016, the FAME Information Section has collaborated with and supported other sections of FAME to develop a wide range of fisheries information and knowledge products including two key identification guides; two major publications, Fisheries in the Economies of PICTs and Climate Change and Pacific Island Food Systems; four posters including two in Bislama; seven country specific reports or management plans for seven member countries; 17 issue specific national reports for oceanic fisheries; A Roadmap for Coastal Fisheries and Marine Aquaculture for PNG and the Tuvalu Fisheries Department Corporate Plan 2017-19. The regular Fisheries Newsletter and special interest bulletins comprise a significant component of the Information Section's annual workplan.

In 2016, the Information Section has also facilitated the information, management and the circulation of key fisheries knowledge including through the digital platform library with 334 new documents added to a total of 10,429 documents now available online and 93 articles and papers authored by FAME staff and published in peer reviewed or other significant publications. In 2016 the total number of downloads of FAME newsletters and FAME bulletins was 134,563, comprising 43% of total FAME digital library downloads. Open access is provided to fisheries regional technical and scientific information through regional periodicals including the Fisheries Newsletter and Special Interest Bulletins.

The Information Section faces challenges around distributing large amounts of resources and information to 22 PICTs, often in remote locations and with limited distribution capacity in government fisheries agencies.

Objective 7: Support capacity development in the fisheries and aquaculture among PICTs

In 2016, CFP supported the design and delivery of quality regional vocational training in fisheries by providing a Teachers' Resource Kit on Fisheries for Vanuatu while OFP developed standards for training for the Pacific Islands Regional Fisheries Observer (PIRFO) program. The cost of the program is now recovered through annual vessel registration fees so that the program has become financially sustainable which has secured the continuation of training, technical support, the collection of specimens and the monitoring of regional fisheries.

During 2016, FAME also enhanced capacity development in science, technology, data management, analysis and advice. As outlined in the FAME Results Report, the total FAME training numbers for 2016 were 851 participants, 838 from member countries, while 96% of those trained in scientific or economic data collection or analysis demonstrated improved skills on completion of training and 95%



utilised skills or knowledge gained six months after training. Member countries reported that they valued the capacity development through technical support provided by FAME.

The Results Report January-December 2016 notes that member countries have: implemented improved practices as a result of FAME training in small scale tuna and coastal fisheries data collection practice; and demonstrated improved tuna data management as a result of the Tuna Data Workshops and ongoing support provided by FAME. The development of the regional data management online community, Slack, has been well used by member countries with over 100 members and a high level of activity.

Capacity development among PICTs is a key area of work for FAME and while a significant amount of work takes place there is room to expand opportunities for Pacific Islanders to participate in the fisheries sector, including in scientific and professional areas.

Part two: Delivery of Core Business

Part Two of the Results Section reviews FAME's effectiveness and efficiency in delivering its core business. Effectiveness is defined as successfully achieving the stated or intended outcomes from an activity. Efficiency is defined as maintaining quality while increasing output and/or reducing input. The final judgements and ratings are informed by the scope and scale of the performance challenge, specifically, how FAME are delivering on critical priorities as identified by FAME in its planning documents and informed by member country and stakeholder consultations. The appropriateness of the current resource allocation is also reviewed.

Core business 1: Oceanic Fisheries Programme	
Performance Rating (Effectiveness): Strong	
Performance Rating (Efficiency): Strong	

Tuna fisheries are an important resource for the Pacific region, forming a key source of the income of national governments. While populations grow and marine resources decline, PICTs face challenges in sustainably managing fisheries in complex environments with ongoing challenges in ensuring that PICTs derive appropriate benefits from the tuna resources.

The OFP is the regional centre for tuna fisheries research, fishery monitoring, stock assessment and data management. The OFP provides scientific services to member countries, including fishery monitoring, data management, ecosystem and biological research relevant to the fisheries, and stock assessment and the biological implications of the management options.

OFP has three sections: Stock Assessment and Modelling (SAM), Data Management (DM) and Fisheries and Ecosystem Monitoring and Analysis (FEMA) recently created by combining the previous units Oceanic Fisheries Monitoring and Ecosystem Monitoring and Assessment to create one unit, building on the strength and diversity of both teams. The integration of the two units appears to have strengthened the work overall.

The efficiency and effectiveness of OFP in regard to the delivery of core business is rated as strong indicating a high level of capability and consistent high levels of performance with systems in place to monitor and build capability to meet future demands.

The reviewers found that OFP is providing very high-quality services across the three sections and delivering successfully in line with FAME objectives as documented in Part 1: Delivery of FAME priorities. OFP has a strong profile in the fisheries sector in the Pacific region, recognised as the provider of high-quality and reliable scientific and technical information. The overwhelming feedback from stakeholders was that the brand 'OFP' is well regarded and seen as the 'gold standard' in providing independent ocean fisheries data in the Pacific region and around the world. This enables OFP to attract high quality scientists and provide comprehensive quality scientific data and analysis to both WCPFC and member countries.

The review identified that the quality and scientific standards of OFP are valued by WCPFC, member countries and other stakeholders, particularly the objective nature of advice and the integrity, quality and reliability of the data provided. Other external reviews such as Ianelli et al. (2012) support this contention. Technical support and capacity building provided by OFP to member countries and other stakeholders are also recognised as of a very high quality and best practice in the sector.

OFP tuna assessments are critically examined by fishery scientists outside SPC through scientific scrutiny which occurs at the annual meeting of the Scientific Committee of the WCPFC. OFP also periodically commissions independent specialists to review various aspects of its work and OFP results are published in various ways, including refereed scientific journals, where they can be critically reviewed by peers.

While FAME is recognised as the leader in the provision of world class quality stock assessment data analysis, FAME faces challenges in keeping up to date with latest stock assessment analysis and techniques. OFP scientists face a tension between the need to innovate and experiment with new scientific models and the pressure to get the work done on time for WCPFC. The review found that in order to ensure FAME's continued position at the forefront of stock assessment adequate staff time needs to be allocated to innovation and to testing new scientific models. Another important aspect of ensuring OFP's continued position at the forefront of world tuna stock assessment is ensuring the ability of FAME to continue to attract experienced scientists who are world leaders in stock assessment and tuna science.

Successful stock assessments rely to some extent on the collection of quality data and this is sometimes an area where OFP is challenged. During the review, some industry stakeholders and member countries questioned the reliability of stock assessment data, noting that it is likely to be two years old and does not reflect the significant downward trend in tuna fish stocks they are observing. The review identified the need for FAME to respond effectively to criticism from some stakeholders by ensuring that independent examination of results by fishery scientists outside the SPC takes place, that there is peer review and where possible, transparency regarding stock assessment processes. It is also very important to effectively communicate these processes and results and implications to key stakeholders to ensure that any challenges around data quality, particularly from non-SPC member countries, are addressed. It was also clear that better explanation and communication of scientific reports and published findings would be valuable, particularly to those influencing policy and other decision makers in the region.

FAME has made a significant investment in staff expertise and new technology in e-monitoring and e-reporting and these developments in data collection and monitoring systems have been welcomed by stakeholders. The review identifies that the OFP approach to implementing new technology positions FAME well for the future and that additional investment in this area would be valuable. The implementation of the regional e-monitoring and e-reporting strategy requires collaboration and the review found that OFP have developed effective working partnerships with stakeholders to ensure that challenges could be successfully addressed to move this approach forward in a timely manner. OFP have identified member country support needs and provided training, in-country visits and online support, which has been effective and appreciated by member countries. It is important that member countries continue to be fully consulted in the implementation of new technological approaches. The

review identified that OFP need to ensure that standards and guidelines are in place for the successful and ongoing management and storage of e-monitoring and e-reporting data collection, including video data.

The review found that some member countries would like to take a greater leadership role in the collection and analysis of oceanic fisheries data and would like to see FAME further build the capacity of member countries in this area. As FAME is supporting capacity building in member countries, so that as countries database systems are improved, and with training provided, some member countries are likely to have a greater role in the collection and management of their own data.

OFP have built systems to reduce duplication and identify errors in data thereby improving the quality of data. The implementation of e-monitoring and e-reporting has the potential to lead to less data entry and a change in roles with data entry staff moving into an auditing role focussing on quality assurance. In relation to observer data, there are challenges in the quality of data coming from member countries that will need to be managed and the auditing role will be critical. The review also noted a need for an increase in observer trainers and assessors, particularly with the introduction of observers on long-line vessels and the high turnover of observer staff.

Looking forward, FAME needs to ensure that the OFP retain its reputation as a world class provider of high-quality and reliable scientific and technical information and is able to attract high quality scientists and provide comprehensive scientific data and analysis to both WCPFC and member countries.

Core business 2: Coastal Fisheries Programme	
Performance Rating (Effectiveness): Well placed	
Performance Rating (Efficiency): Needing Development	

The CFP aims to ensure that coastal fisheries, nearshore fisheries and aquaculture in PICTs are managed and developed sustainably. The CFP is made up of three sections: Aquaculture, Nearshore Fisheries Development (NFDS) and Coastal Fisheries Science and Management (CFSM).

The reviewers found that CFP is providing high-quality services across all its sections and delivering numerous successful coastal fisheries projects and services in line with FAME objectives as documented in Part 1: Delivery of FAME priorities. There is good collaboration and communication between CFP and stakeholders and CFP staff have strong, effective relationships at the member country level, providing excellent technical advice and quality capacity building activities across the region.

A unique and important strength of CFP is the complementary nature of the three sections and the capacity of CFP to respond effectively to a wide range of challenges in coastal fisheries. There is potential for more collaboration across CFP to build on this strength and enhance capacity.

The effectiveness of CFP in delivery of core business is rated as well placed, delivering to expectations with examples of high levels of performance and evidence of attention given to assessing future performance. However, CFP's efficiency in delivery of core business is rated as needing development reflecting concerns about future capability and ongoing capacity to respond to challenges in coastal fisheries.

A new song for coastal fisheries - pathways to change: The Noumea strategy (A New Song) documents the challenges faced by coastal fisheries and provides a vision and implementation plan for FAME, stakeholders and government fisheries agencies with a 'pathways to change framework' focused on eight key outcome areas linked to performance indicators. The review found that A New Song is an important approach to coastal fisheries, drawing attention to the issues in the sector and assisting FAME, stakeholders and member countries to focus attention on key challenges in coastal fisheries. However, the implementation of A New Song is a challenge since national governments and other stakeholders need to make substantial commitments of time and resources to achieve the stated objectives. Subsequently, the implementation of A New Song will need strong leadership from member countries and appropriate support and resources provided by FAME and the member countries themselves to ensure that the agreed commitment is fulfilled and strengthened.

The importance of coastal fisheries to the well-being and economies of the Pacific is well documented and consultations with stakeholders, and particularly member countries, identified there is significant concern in relation to diminishing fish resources and the related impacts on coastal communities. The review identified the need for effective and sustainable management of coastal fisheries as a priority in the region and found that it is a critical time for FAME and CFP to take a strong leadership role in relation to promoting the importance of coastal fisheries. FAME is in a unique position to raise the profile of coastal fisheries in the region and to focus on the importance of acting immediately to address difficult decisions such as reducing fishing efforts on seriously threatened stocks.

Recently, there has been increasing recognition that coastal fisheries science, data collection and management requires more attention from both member countries and FAME. The review found that while Coastal Fisheries Science and Management (CFSM) is highly productive and their work is highly valued, resources are insufficient and there is a need for more staff to meet the high level of requests for support from member countries and to maximise the focus on coastal fisheries science and management. The reviewers identified a clear and expanding role for CFP in assisting member countries to address the challenges faced by coastal communities including the over-exploitation of coastal resources. Recent funding has the potential to improve capacity in coastal fisheries but this will depend very much on how those resources are allocated.

CFP has the potential to respond to the challenges in coastal fisheries in a comprehensive way given the breadth of expertise and experience of CFP staff. Within CFP, Aquaculture and the NFDS are important contributors to meeting the current challenges in coastal fisheries providing a high level of understanding of country and community needs, along with high-quality technical expertise. It is important that CFP is able to respond comprehensively to these challenges, and as a result, FAME needs to ensure that all sections in CFP have adequate support to fulfil the Divisional objectives.

FAME's work in aquaculture has had success and is valued by member countries, and the review identified the importance of continuing to develop and strengthen the long-term approach to

aquaculture in the region. The reviewers recommend that all aquaculture projects have indicators in place to measure progress and are accompanied by a strategic approach which applies a cost/benefit analysis to assess return on investment. Member countries also require FAME support to collect aquaculture data, including from subsistence aquaculture operations, so that informed decisions can be made in terms of investment. Accordingly, FAME should assist member countries to implement feasibility studies with an emphasis on sustainable development, economic analysis and market appraisal. The reviewers are aware that the Aquaculture Section has been moving in this direction for some time but note that it is likely that an additional economist position will be required to fully implement this approach.

The reviewers noted that there is a consistent discourse across the region among key stakeholders and some member countries that questions the benefits of aquaculture, noting that despite decades of investment, aquaculture remains poorly developed and offers poor returns on investment. Given that sustainable aquaculture is a Divisional priority, the reviewers suggest that FAME collects and disseminates quality evidence in relation to aquaculture and promotes these findings across the region through publication, seminars etc. in order to contest this discourse. This approach would also assist member countries who noted that they have been called upon to defend the value of specific aquaculture projects.

Member countries value the work provided by NFDS, and while much of the discussion focussed on FADs, there was also mention of the importance of alternative livelihoods in nearshore fisheries and activities such as fishing vessel safety, recreational fishing, food security, alternative jobs in fisheries and implementation of new fishing techniques. The review found that development and implementation of FADs appears to be a successful initiative, appreciated by member countries. However, it was noted that some member countries may need additional advice and support in the implementation of FADs including additional assistance to institutionalise FAD programs within fisheries agencies to ensure these initiatives are ongoing. The work of NFDS appeared to have lower visibility with member countries than CFSM and Aquaculture.

An identified gap in FAME's activities is the limited work in the post-harvest aspect of coastal fisheries (e.g. fish processing and marketing). This has the potential to enhance many of the FAME priorities in the development of alternative livelihoods and should be considered as an area for future expansion in CFP.

Some member countries and other stakeholders noted that the lack of a monitoring, control and surveillance in coastal fisheries was problematic, given the issues with illegal fishing in the region. The appointment of a legal advisor, policy and management plan specialist and MCS&E Specialist in CFP are important steps in this direction and in the management of coastal fisheries.

The review identified a concern from member countries in relation to the need for a greater focus on coastal fisheries data collection. Some member countries reported that they would like more support from CFP to assist national fisheries agencies in collecting the information required for management of coastal fisheries resources. It is widely acknowledged that data collection in coastal fisheries is complex and that the lack of quality data can impact on the planning and management of coastal fisheries. Some stakeholders would like to see the centralisation of coastal fisheries data collected by

member countries at FAME but there are major challenges around the collection and storage of coastal fisheries data, including budget implications.



Many countries in the region attach great importance to their subsistence and small-scale commercial fisheries. However, it is these fisheries that present the greatest difficulties for the collection of information. Other stakeholders noted that there is already a range of targeted country and species-specific data available and that focussing on data limitations often distracts from the reality of a lack of coastal fisheries management strategy in coastal fisheries.

The review identified the potential for CFP to take a strong leadership role in developing a long-term, strategic and sustainable approach to collecting the data required for coastal fisheries management. An important aspect of this leadership role would be to define the purpose of the data collection, identify the data requirements for coastal fisheries management in specific countries, the best practice for collecting that data and to develop standardised approaches to coastal fisheries data collection.

While stronger leadership is needed from FAME in managing coastal fisheries, national governments also need to take responsibility for a greater focus on coastal fisheries. During the review, stakeholders noted that there was a need for an integrated approach to coastal fisheries, which includes an understanding of coastal ecosystems, traditional and subsistence fishing practices, the impacts of commercial fishing, land use, land-based activities, climate change and an understanding of how the proper management of ecosystems contributes to sustainability of fish and fisheries. The review found that issues of coastal development versus sustainability are important and need a greater focus by CFP.

The review identified a need for more opportunities for member countries to collaborate on issues impacting coastal fisheries and supports discussions around the introduction of a Coastal Fisheries Regional Working Group which could strengthen this focus. The review also identified a need for a sub-regional approach to strengthen the management of coastal fisheries with Melanesia, Micronesia and Polynesia working in sub-regional networks to develop effective responses and strategies. The HoF provides potential for the addition of sub-regional network meetings or additional sub-regional meetings could be held in the year in which the HOF does not occur.

Looking forward, it is important that FAME position itself as a leader in the future of coastal fisheries, providing support to member countries and focussing on sustainable management, and quality science. New Song provides an important framework for the future and FAME has a key role to play in ensuring implementation of the strategy is successful. Aquaculture is an area that needs more attention to ensure that member countries derive appropriate benefits against investments and that the evidence around successful aquaculture is communicated widely. The efficiency performance rating of 'needing development' in CFP reflects the significant ongoing challenges in coastal fisheries environments and the need for more staff and resources in CFP to address these challenges in order to ensure ongoing high levels of success in future performance.

Core business 3: Information Section	
Performance Rating (Effectiveness): Strong	
Performance Rating (Efficiency): Well placed	

The FAME Information Section is recognised as a provider of high-quality specialist fisheries resources and information in the fisheries sector and in the Pacific region. The resources provided by the Information Section are as unique in combining communication best practice with fisheries expertise and contribute to the reputation and visibility of FAME and SPC. The resources produced by the Information Section reflect a successful collaboration across FAME, where staff in OFP and CFP work closely with the Information Section in the development of quality information. Knowledge management and provision of publications support to stakeholders and FAME staff and information provision and retrieval through the Digital Library are also highly valued and effective functions of the section. The resources and information provided are recognised as world-class by stakeholders and are highly valued by member countries. The review found that the Information Section is providing high-quality services to FAME and stakeholders in line with the FAME objectives as documented in Part 1: Delivery of FAME priorities.

The provision of expert information in the Fisheries Newsletter, fisheries bulletins, technical and policy briefs, manuals and handbooks was recognised by FAME staff members and stakeholders as being invaluable. These publications assist in positioning FAME as a centre of excellence in fisheries development and management, as well as providing important opportunities for FAME staff to disseminate their results widely. This translation of highly technical information into a format that is digestible and accessible is an important and recognised strength of the FAME Information Section. The Fisheries Address Book is another key publication and effective resource for building and maintaining key relationships with member countries, non-government organisations (NGOs), regional organisations and donors. The Fish ID card booklets, posters and fact sheets were also seen as extremely useful, in terms of the content of the resources and their robust and durable formats.

The review found that the provision of multilingual resources is highly valued by stakeholders and needs to be supported. Stakeholders appreciate the translation of resources into local languages and noted that this service has become less available in recent years. To fill this gap, some stakeholders now photocopy older FAME resources.

There are inherent challenges for FAME distributing information to a diverse audience spread across 22 PICTs, including some very remote locations. The timely distribution of information resources to some member countries and other stakeholders can be difficult. An additional challenge identified by reviewers is that information and resources provided to government fisheries agencies are not always passed on to the intended target audience. The reviewers note that the Information Section should develop a targeted distribution strategy for each resource to ensure resources reach the intended audience. A high value was placed on translation into vernacular languages by member countries and opportunities for translation should be explored where appropriate.

FAME is developing new technological approaches to the delivery of information, the Digital Library has been implemented and investigations are occurring into new technologies and ways of disseminating information, e.g. through mobile applications. At the same time, print publications remain important in the region, particularly in locations where internet access is limited. There are also many publications where effective function relies on a printed version, e.g. the Fish ID booklet, posters and teaching kits. Posters are particularly valuable throughout the region for their simplicity and ease of messaging. While there is an interest from stakeholders in seeing a move to greater use of digital formats and new technologies, the need for printed materials remains strong, so there is an inevitable challenge in balancing these demands.

Looking forward, key challenges for the Information Section include developing resources that make use of new technologies and in developing new approaches in getting information and resources to the various target audiences. There is a potential need to expand the current section given the demand for more resources, and the development of new technologies for the delivery of information. These issues are reflected in the efficiency rating of 'well placed'.

5. Organisational Management

This section reviews FAME's organisational management. The questions guide the reviewers to current and future performance. Assessment and ratings are informed by the scope and scale of the performance challenge.

Part one: Leadership, Direction and Delivery

Purpose, Vision and Strategy

How well has FAME defined and articulated its purpose, vision and strategy to its staff and stakeholders?

How does FAME consider and plan for possible changes in its purpose or role in the foreseeable future?

Performance Rating: **Strong**



Leadership and Governance

How well does the Senior Management Team provide collective leadership and direction to FAME and the sector?

Performance Rating: **Well Placed**



Values, Behaviour and Culture

How well does FAME develop and promote the organisational values, behaviours and culture it needs to support its strategic direction?

Performance Rating: **Well Placed**



Structure, Roles and Responsibilities

How well does FAME ensure that its organisational planning, systems, structures and practices support delivery of its priorities and core business?

How well does FAME ensure that it has clear roles, responsibilities and accountabilities throughout the Division and sector?

Performance Rating: **Needing Development**



Review

How well does FAME monitor, measure and review its policies, programs and services to make sure that it is delivering its intended results?

Performance Rating: **Well Placed**



Purpose, Vision and Strategy

SPC's vision for FAME, in line with the priorities of member countries and territories is that: *'the resources of the Pacific are sustainably managed for economic growth, food security and environmental conservation'*. FAME's vision feeds into the wider SPC vision: *'a region of peace, harmony, security, social inclusion and prosperity so that all Pacific people can lead free, healthy and productive lives'*.

FAME's vision appears to be well understood and accepted within FAME and among stakeholders across the region. In the PIF self-review survey, 97% of staff somewhat agreed or strongly agreed with the statement: *'the vision, future direction and purpose of FAME is clearly articulated'*. The strong articulation of FAME's, vision, purpose and strategy is also evidenced through the Divisions ability to attract and secure funding, including donor funding.

FAME staff members appear to be motivated by a shared sense of purpose to achieve FAME's vision and broader objectives and for the most part there is a clear understanding of how their work contributes to the Division achieving results against its priority areas. The latest Business Plan seems to have increased this sense of shared purpose within FAME, with a desire to increase collaboration across OFP and CFP and units now reporting together against Divisional objectives.

Several FAME staff members expressed concerns over the implementation of FAME's vision and strategy, particularly within the context of the wider SPC administrative and management challenges, which are discussed below. To be successful FAME needs to ensure its vision and strategy is implemented and measured effectively. Consideration as to how FAME's vision and strategy may need to evolve as possible changes to the Divisions purpose or role change in the future is also necessary.

Overall, stakeholders understood FAME's purpose, vision and strategy. During the review, some stakeholders noted that whilst FAME's vision, purpose and strategy is clear, there is the potential for a 'mudding of the waters' due to OFP's role as a scientific advisor to WCPFC. It was suggested this dual role can cause confusion about where FAME's priorities lie. Subsequently, it is essential FAME continues to clearly articulate its purpose and vision to all stakeholders. The review noted there is room for FAME to communicate its vision and purpose more clearly to stakeholders, especially to increase sectoral understanding of the breadth of FAME's work and the units that fall within it. Other concerns raised by stakeholders included the limited role of member countries in determining FAME's vision and strategy and the need to make implicit the partnerships FAME relies on with member countries, regional agencies and other stakeholders to achieve its vision.

Throughout the review, stakeholders expressed the desire for FAME to lead a discussion about sector challenges, priorities and strategies, especially in relation to coastal fisheries. The process leading to the New Song strategy was the beginning of this conversation. Given its role as scientific and technical advisor to PICTs, FAME can play a significant role in continuing and leading this discussion and driving the regional response. A critical success factor will be ensuring FAME articulates the concerns of member countries and communities and develops an approach that drives change in the region.

Looking forward, it is essential that FAME promotes its vision and strategy internally and to wider SPC staff and stakeholders to increase sectorial understanding of the breadth of FAME's work. It will be important to ensure FAME's vision is implemented and measured effectively in line with the Business Plan. Consideration should also be given to how FAME's vision, strategy and purpose may need to evolve over time to align with the changing nature of FAME's work. It is also important that FAME continues to lead a discussion and response to challenges, priorities and strategies regarding coastal fisheries.

Leadership and Governance

The FAME Senior Management Team (SMT) comprises the FAME Director, Deputy Director FAME/OFP, Deputy Director FAME/CFP, Fisheries Information Specialist, MEL Advisor, Principal Scientists that head the three OFP sections and Advisers that head the three CFP sections. SMT meetings are a new initiative, having commenced in 2016 after it was identified during the FAME retreat that regular meetings between SMT would be valuable. Prior to this, OFP and CFP Deputy Directors met separately on an ad hoc basis. SMT meetings cover strategic issues important to FAME, including issues to be raised by the Director at Senior Leadership Team (SLT) meetings. There is currently no Terms of Reference (ToR) for SMT meetings and the frequency of meetings is highly variable despite initial agreement that meetings take place monthly.

The Director provides strong and effective leadership across FAME and the region and is viewed by most FAME and wider SPC staff, member countries and other stakeholders as a perceptive, eloquent and open-minded person with a comprehensive understanding of sector challenges and a strong advocate for the fisheries sector. The Director's role includes increasing the profile of FAME at a regional level and with donors to ensure continued funding. Some stakeholders also noted the importance of having a Pacific Island person in the Director role to increase accessibility for people from member countries. Despite the positive perception of the FAME Director, a few stakeholders questioned whether the Director's conceptual thinking is supported by others in the SMT and if initiatives proposed by the Director are always followed through.

The 2016 FAME staff survey identified the need for the Director to have greater visibility and engagement within FAME staff. In addition to monthly SMT meetings, the opportunity for the Director to engage regularly with FAME staff through monthly Talanoa sessions and bulletins was discussed. The Talanoa sessions were considered an opportunity to encourage FAME section heads and their staff to discuss key issues with the Director relating to their work and views on how to improve FAME overall. The Director's monthly bulletin, was conceived as a one-page communique that is designed to keep FAME staff informed on important events, staff travel, budget and SLT decisions. It is unclear however, whether these two initiatives are taking place regularly or at all.

For the most part, staff were positive about the leadership within FAME and expressed confidence in the Director and the SMT. In the PIF self-review survey, 91% of staff somewhat agreed or strongly agreed with the statement: *'I have confidence in the direction and leadership provided by the senior management team at FAME'*. Staff members acknowledge the difficulties FAME and wider SPC experienced during the prioritisation process in 2016 and the leadership the Director and SMT showed during this period, which resulted in little disruption to the Division. Wider SPC staff and stakeholders were also positive about the strong leadership and direction the SMT provide to FAME and the sector.

In relation to the OFP, FAME staff members and stakeholders were especially positive about the leadership within the unit, suggesting it stands out compared to other units and Divisions within SPC and is a key strength of FAME. Whilst the leadership of the CFP was generally viewed favourably, some FAME and wider SPC staff members as well as member countries and other stakeholders expressed concerns over leadership and direction, including a lack of shared vision, poor communication, excessive workload, and the absence of a desire to innovate and drive change. It should be noted that any leadership concerns with CFP should be considered within the challenging context the CFP operates including complex coastal environments, funding challenges, small teams, and the significant demands from member countries, as outlined in the Results Section of this review.

Looking forward, FAME needs to continue to strengthen its leadership role in the fisheries sector in the Pacific region. It is important to ensure the Director's conceptual thinking is supported by SMT and where appropriate, key initiatives are followed through and achieved. Ensuring regular SMT meetings take place and strengthening the focus of the meetings through the development of a TOR would ensure collective leadership and direction from SMT to staff. Following through on ideas to increase the Director's engagement with FAME staff, including the Talanoa sessions and bulletins should also be considered. However, care should be taken to ensure any increased attention of the Director to the internal communication and engagement within FAME does not detract from other essential duties, such as interacting with member countries and fundraising and the important role of the Director within the SPC Senior Leadership Team. Opportunities to strengthen leadership and direction within CFP is also necessary.

Values, Behaviour and Culture

A set of five organisational values are spelt out in the Pacific Community Strategic Plan 2016-2020 that align closely with SPC's mission *'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'*. To date, FAME has not explicitly articulated its own Divisional core values, behaviour and culture. However, it was evident to the reviewers FAME staff members are strongly committed to its vision of ensuring the fisheries resources of the Pacific are sustainably managed. The review identified a clear set of values, behaviours and culture consistently expressed across FAME including:

- Strong work ethic and passion for FAME's vision
- Highly motivated staff
- Willingness to go above and beyond stated work roles and requirements

- Belief FAME's work is making a difference
- Openness and transparency
- Collegial approaches and desire to collaborate

Staff and stakeholders felt FAME promotes positive organisational culture. In the PIF self-review survey, 92% of staff somewhat agreed or strongly agreed with the statement: *'FAME promotes a positive organisational culture and values that support its strategic direction'*. Although it was acknowledged it had improved in recent years, a few staff members noted the lack of collaboration and cohesion between OFP and CFP and the impact this has had on developing a set of values and strong culture within FAME. There are opportunities for increased cross-sectional collaboration between OFP and CFP, particularly in relation to coastal fisheries science and management. However, it should also be noted that CFP and OFP are very different in terms of objectives, roles and the advice and technical support needed by member countries. Greater consideration to how FAME can improve OFP and CFP communication and collaboration and the sharing of common values, behaviours and would be beneficial going forward.

Looking forward, the articulation and promotion of FAME's values, behaviours and culture may be beneficial to take the Division forward. This could help to unify staff around a shared purpose, direction and work culture within FAME. Linking FAME values to the wider SPC core values would be advantageous. Consideration to how FAME can strengthen the communication and collaboration between OFP and CFP, as articulated in the Business Plan, would be valuable going forward.

Structure, Roles and Responsibilities

FAME is structured into two program areas, the OFP and the CFP. The Director's Office supports OFP and CFP through the provision of information management and monitoring, evaluation and learning support. In 2010, the Information Section moved from CFP to the FAME Director's Office to work across both oceanic and coastal fisheries. In 2015, a new role for a MEL advisor was created to service both OFP and CFP, also sitting within the Director's Office.

The review identified that within FAME there are systems, structures and practices that support delivery of its core business, including the FAME Business Plan, annual work plans and country level programming. In the PIF self-review survey, 72% of staff somewhat agreed or strongly agreed with the statement: *'Clear systems and structures are in place to support the delivery of FAME's work'*. However, many staff identified non-FAME systems and structures at SPC that hinder the delivery of FAME's work, including Information and Communication Technology (ICT), cost recovery measures, financial systems and complex central administrative systems which have significantly increased the workload on FAME staff. Consideration should be given to streamlining these processes so the overall negative impact and administrative burden on FAME is reduced.

The review recognised an opportunity for FAME to strengthen planning, systems and practice to improve service delivery, especially to member countries. Whilst many staff members and stakeholders felt FAME is responsive to member country needs, concerns were raised over FAME's capacity to adequately plan and respond to requests from all 22 PICTs. Country programme plans are currently developed annually by SPC, which lists the key work areas that SPC is undertaking within a

given year in cooperation with each member country, this includes work being undertaken by FAME. In terms of work planning within FAME, member countries endorsement of FAME workplans and identification of priority areas are only set every two years during HoF. This was noted to impact negatively on work planning with government fisheries agencies, with the way in which FAME responds to country requests sometimes having a negative effect on the fisheries agencies ability to plan and implement their activities. Some member country stakeholders also reported that the HoF structure can make it difficult for delegates to fully participate due to the lack of clarity in the process for discussion and time allocated to dialogue and debate. These factors result in some PICTs feeling that their voices aren't being heard during HoF and decisions are simply 'rubber stamped'.

The review identified risks with FAME's current service delivery model. Member countries reported seeking assistance elsewhere when FAME could not meet their request in a timely manner. This could potentially impact FAME's role as provider of technical assistance to PICTs in the future. Subsequently, there is a need to improve collaboration, communication and prioritisation of work planning within FAME and with member countries to minimise situations where response is delayed.

Member countries requested a more formal approach to collaborative planning with FAME to prioritise service delivery going forward. Some countries suggested service level agreements based on country priorities, similar to those member countries currently have with FFA. Such an approach would provide a structure and timeline for member countries, which would help government fisheries agencies internally plan and allocate resources for the year ahead. Consultation with member countries may encourage government fisheries agency staff to take ownership of projects and drive the process regarding implementation. This would also help with collaboration between FAME and member countries and ensure national priorities are addressed. However, it is important to recognise that even with the establishment of a more formal agreement process, there needs to be flexibility within FAME to respond to member countries ad hoc requests. The ability of FAME to respond to ad-hoc requests is highly valued by member countries and an important feature of FAME's effective service delivery.

The current structure of FAME came under scrutiny at HoF 10 when the Vanuatu Delegate proposed that coastal fisheries science be moved from the Coastal Fisheries Science and Management section of CFP to OFP or that a central team of scientists be created. FAME staff and stakeholders had mixed views as to the value of the Vanuatu proposal but all acknowledge the importance of strengthening the science in coastal fisheries and its link to management. Some FAME staff members and stakeholders identified inherent risks in moving coastal fisheries science, including the potential for coastal fisheries scientists to get drawn into OFP work at the expense of coastal fisheries priorities (e.g. a greater orientation of CFP to quantitative stock assessment when other approaches such as data management and/or simple trends in catch per unit effort are likely to be more effective). While opportunities for coastal fisheries scientists to work closely with oceanic fisheries scientists was noted, it was also noted that there was potential for the move to weaken the OFP brand.

The reviewers have not found evidence that a structural change would address the existing concerns and instead recommend that FAME increases its coastal fisheries scientific and management capacity in CFP and improve the advice provided to countries regarding the collection of data required to support coastal fisheries management.

In any future considerations of restructuring, the reviewers feel it would be important for FAME to determine the value and impact of restructuring the Division and whether coastal fisheries science should move into OFP or whether re-organising FAME to include two new units (fisheries science, and technical and scientific assistance) are viable options. Moving coastal fisheries science into OFP may help to strengthen coastal fisheries science capacity but it also has the potential to discourage the use of strategies specific and effective to coastal fisheries assessment. Similarly, the re-organisation of FAME to include a single fisheries science unit that sits independent to a unit charged with technical and scientific assistance has limitations. The reviewers note benefits and risks to both, but believe it is not necessary to change the existing FAME structure to improve the effectiveness of coastal fisheries science and management.

During the review, several stakeholders also questioned the current organisational structure of the Division in terms of FAME staff being located in Noumea. These stakeholders felt FAME should rethink its structure and decentralise by moving more staff to sub-regional offices. For example, stakeholders in the Northern Pacific region were particularly keen on a FAME staff member being based in the SPC Micronesian Regional Office. It was noted that having a FAME staff member would be valuable and practical given that biological samples come through Pohnpei and could also assist with observer training and capacity building. It may be beneficial for FAME to commission a needs assessment to identify whether having a generalist staff member based in the Northern Rep office (as well as other regional offices) is the most effective way to ensure member countries needs are addressed. This assessment should utilise the process set out in the SPC position paper on establishing country presence.

There appears to be an understanding of roles, responsibilities and accountabilities throughout FAME, within the Division and sector. In the PIF self-review survey, 83% of staff somewhat agreed or strongly agreed with the statement: *'The roles and responsibilities of FAME staff are clearly defined and understood within the FAME Division'*. Some staff noted however, that the overlapping of responsibilities between some positions within FAME can lead to confusion and duplication of work. Whilst all stakeholders may not have extensive knowledge of every staff member at FAME, most have a good understanding of the roles, responsibilities and accountabilities of staff they work with closely. Any past confusion regarding the demarcation of roles and responsibilities of FAME staff members and other regional organisations staff also appears to have been reduced.

Despite the tendency of SPC Divisions to work in silos, the work of FAME, and particularly OFP, appears to be known throughout SPC. The remit and complexity of CFP work is less well understood. In the PIF self-review survey, 60% of staff somewhat agreed or strongly agreed with the statement: *'The roles and responsibilities of FAME staff are clearly defined and understood throughout SPC'*. However, FAME staff members felt that the work the Division is not highly valued by SPC and the SPC prioritisation process has put the profile of FAME at risk. The lack of engagement with the work of FAME by wider SPC feeds into the lack of collaboration that occurs between Divisions. Whilst successful collaborations have taken place between FAME and other Divisions (including the Social Development Division and Land Resources Division), cross-divisional collaboration within SPC is currently limited, largely dependent on available funding and individuals involved. Administrative barriers to FAME working with other Divisions were noted in the review and include difficulties in sub-contracting between Divisions and issues with procurement.

Looking forward, FAME needs to identify ways to improve prioritisation of work planning within FAME and with member countries. This should include assessing the merit of establishing formalised service level agreements with member countries. Streamlining processes to ensure delegates' concerns are tabled and debated during HoF is important going forward. Assessing the value of a sub-regional focus to HoF where separate sessions focus on the individual needs of Melanesia, Micronesia and Polynesia should also be considered.

Careful consideration should be given to the value and impact of restructuring the Division and ways to best strengthen coastal fisheries science within FAME. Thought should also be given to conducting a needs assessment to identify whether having a generalist staff member based in regional offices would help FAME to better service member country needs. Exploring opportunities for cross-divisional collaboration and joint funding applications should be considered by FAME's SMT.

Review

The MEL Advisor role was established in 2015 after a number of program evaluations and the 2009 FAME review identified the need to strengthen FAME's internal monitoring and evaluation capacity, especially within CFP. The need to develop an evaluation and learning culture within SPC and the subsequent development of a Monitoring and Evaluation Roadmap for SPC also influenced the establishment of the position.

The review identified that the MEL Advisor position and role has led to the implementation of results based business planning along with a greater focus on measuring outcomes. There has been a clear strengthening of monitoring and evaluation approaches and activities within FAME since the appointment of this position.

FAME staff noted the Divisions' increased monitoring and evaluation capacity and the positive impact this has had in ensuring FAME is delivering on intended results and reporting to donors and stakeholders. In the PIF self-review survey, 77% of staff somewhat agreed or strongly agreed with the statement: *'FAME regularly monitors and reviews its policies and services to ensure that it is delivering intended results'*. It was also noted that FAME is well ahead of other Divisions in SPC in regard to the implementation of monitoring and evaluation.

The MEL Advisor position was recognised by FAME staff members and stakeholders as having an important role in ensuring that FAME achieves its Divisional objectives and the results outlined in the current Business Plan. This role was also seen as enhancing capabilities around collaboration and in developing new funding opportunities. The role has also assisted in the implementation of gender equity and gender mainstreaming in the Division. The appointment of an MEL Advisor demonstrates FAME's commitment to ensuring it is delivering on intended results.

Looking forward, FAME should continue to strengthen its capacity to monitor, measure and review its policies, programs and services to ensure it is meeting its intended results and funding requirements. Consideration should be given to expansion of MEL in FAME.

Part two: External relationships

Engagement with Member Countries

How well does FAME provide advice and services to stakeholders in the fisheries sector?

How well does FAME provide leadership to, and/or support the leadership of other agencies in the fisheries sector?

How well does FAME generate genuine collaboration on strategy and service delivery with stakeholders?

Performance Rating: **Well Placed**



Engagement with Non-Government Organisations (NGOs) and Academic Institutions

How well does FAME provide advice and services to stakeholders in the fisheries sector?

How well does FAME provide leadership to, and/or support the leadership of other agencies in the fisheries sector?

How well does FAME generate genuine collaboration on strategy and service delivery with stakeholders?

Performance Rating: **Needing Development**



Engagement with Regional Organisations

How well does FAME provide advice and services to stakeholders in the fisheries sector?

How well does FAME provide leadership to, and/or support the leadership of other agencies in the fisheries sector?

How well does FAME generate genuine collaboration on strategy and service delivery with stakeholders?

Performance Rating: **Well Placed**



Engagement with Industry

How well does FAME provide advice and services to stakeholders in the fisheries sector?

How well does FAME provide leadership to, and/or support the leadership of other agencies in the fisheries sector?

How well does FAME generate genuine collaboration on strategy and service delivery with stakeholders?

Performance Rating: **Needing Development**



Engagement with Donors

How well does FAME meet donors expectations of service quality and trust?

Performance Rating: **Well Placed**



The review identified that FAME has built a relationship of trust and confidence with its member countries and other key stakeholders in the fisheries sector. There was consensus among FAME and other SPC staff as well as most external stakeholders across the region that FAME effectively engages and collaborates with its stakeholders. In the PIF self-review survey, 100% of staff somewhat agreed or strongly agreed with the statement: *'FAME effectively engages and collaborates with its stakeholders (FAME's stakeholders include members, national counterparts, partners and other participants or beneficiaries of FAME's work)'*. The development of the New Song is a clear example of FAME's capacity to engage and collaborate with existing stakeholders as well as establishing partnerships with new stakeholders. The need to engage and collaborate better with NGOs and non-traditional partners was identified by some FAME staff and stakeholders and is discussed below.

Stakeholder's trust in FAME and its service quality is evidenced by the wide assortment of partnerships, technical requests and continued donor funding the Division receives. It was apparent to the reviewers that FAME's networks and partnerships are growing. The perception among FAME staff members was that stakeholders had trust in FAME and the services the Division provides. In the PIF self-review survey, 100% of staff somewhat agreed or strongly agreed with the statement: *'FAME's stakeholders and members of the broader public have trust in FAME and its service quality'*. There was also agreement among stakeholders regarding the high quality of services provided by FAME. Below is a discussion of each key stakeholders' relationship with FAME.

The FAME brand was not recognised by many stakeholders who are more likely to talk about OFP, CFP, coastal fisheries or SPC fisheries. This points to a need to strengthen the FAME brand building on the brand recognition of OFP, CFP and SPC.

Member Countries

FAME collaborates with, and provides scientific and technical expertise to support fisheries management and sustainable development, to all 22 PICTs. FAME provides PICTs with information to make decisions on the management and development of aquatic resources and provides tools and strengthens capacity of member countries.

The review identified that FAME has built robust relationships with member countries. It is clear FAME has a strong reputation regarding technical assistance and service delivery and holds the trust and confidence of PICTs. These relationships involve continuous collaboration and relationship building, where each party relies on the other to achieve desired outcomes. Member countries noted that FAME

is accessible, open and willing to provide assistance and support. It was evident that FAME/member country relationships have improved over the last two to three years, with FAME now more responsive to member country requests.

It was apparent to the reviewers that member countries approach FAME service delivery and support in different ways. Some member countries appear more reliant on FAME's technical expertise and depend on the Division to undertake fieldwork and other tasks due to limited institutional capacity within these countries' government fisheries agencies. This often includes daily conversations between FAME and government fisheries agency staff. Other member countries, prefer FAME to focus on building capacity so the government fisheries agencies can lead the implementation of services internally. Under this arrangement, there is a risk that FAME's work will move from providing technical support and advice to conducting work in place of government fisheries agencies in those countries where capacity is limited.

Challenges for FAME and member countries in maintaining strong collaborative relationships were identified during the review. FAME staff identified high staff turnover and resource limitations in government fisheries agencies, along with limited country buy-in and follow-through as challenges. Member countries noted communication issues as inhibiting relationships with FAME, reporting that consultation and communication is often limited or lacking and information is not always getting to the right people in a timely manner.

Capacity building was identified as key to fostering linkages and maintaining relationships with member countries. Stakeholders also noted the need for institutional strengthening and the building of capacity at a national level within member countries. Passing skills and knowledge to staff within government fisheries agencies is highly valued. A few stakeholders reported that they had personally benefitted from the capacity building and training provided by FAME, which has led to them securing a higher position within government fisheries agencies or a regional organisation.

The review identified that, for the most part, FAME is responsive to PICTs needs and assigns resources to meet objectives, including those identified during HoF sufficiently. However, the degree to which FAME is adequately and effectively addressing the development priorities of each member country is less clear. There was a mixed perception among FAME staff and stakeholders as to whether FAME is meeting the priorities of member countries effectively. In the PIF self-review survey, 91% of staff somewhat agreed or strongly agreed with the statement: *'FAME effectively addresses the development priorities of its member countries and territories'*. Some staff members did however, report that FAME sometimes fails to listen to member countries and is more focussed on the FAME agenda, suggesting there is room to better address the priorities of member countries. Food security, alternative livelihoods and balancing the need for sustainable management of fisheries versus economic growth within the coastal fisheries sector were noted by some staff as areas where FAME is not currently addressing member countries needs in an effective manner.

Similarly, some member countries reported satisfaction with FAME and the services and technical assistance they provide. Others felt FAME was not meeting countries needs but rather pushing their own agenda regarding priority areas. These member countries felt FAME has a very top down approach where there is little consultation or collaboration at the country level and priorities are largely decided instead by FAME. A few stakeholders outside the government fisheries agencies also felt FAME

sometimes drives the direction of member countries priority areas. According to these stakeholders, FAME service delivery needs to better reflect the needs and views of PICTs. Given that there is a view both internally among some FAME staff members and externally among some stakeholders that FAME is driving the focus of member countries priority areas, consideration should be given to how best to address this issue. As previously discussed, addressing member countries' development priorities could be partly resolved through FAME taking a more formal and collaborative planning approach.

Looking forward, it is important that FAME continues to build collaborative and trusting relationships with PICTs. This should include close consultation and collaboration with member countries to ensure FAME is strategically addressing member countries priorities and needs in an effective and holistic manner. Ongoing capacity building and institutional strengthening within government fisheries agencies is also important to the success of FAME's overall service delivery.

Non-Government Organisations and Academic Institutions

NGOs play a central role in the management of coastal fisheries in some PICTs and strongly emphasise community engagement and participation. FAME works with several NGOs in the fisheries sector, including WorldFish, Locally Marine Managed Area Network (LMMA), World Wide Fund for Nature (WWF), Wildlife Conservation Society (WCS), Conservation International (CI) and The Nature Conservancy (TNC). Similarly, FAME partners with several academic institutions across the region including The University of the South Pacific (USP), Vanuatu Maritime College, University of New Caledonia, James Cook University, University of Queensland, ANCORS/University of Wollongong and the University of the Sunshine Coast.

The review identified that whilst FAME is working very well with some NGOs in the region, there is room to strengthen the Division's approach to partnering and working with the NGO sector. It appears that FAME is working towards strengthening partnerships with NGOs through formal partnerships using MoUs. The EDF11 funding includes partnerships with NGOs, which should help to increase FAME's collaboration with civil society going forward.

Many NGOs working with FAME reported that the Division was a collaborative, responsive and accessible partner that works well on the ground. These stakeholders praised the high quality scientific technical advice FAME provides as well as guidance and input concerning data acquisition and management tools. Provision of community resources and publications and assistance to engage with government stakeholders by FAME was also valued. Some relationships with NGOs appear to be driven by individuals within each organisation who have been working together for years. This presents challenges when staff members leave the organisation and new relationships need to be re-established.

Other NGOs were less positive about FAME, criticising the Division's lack of commitment to working with civil society in the region. According to these stakeholders, the differences in the vision between organisations make collaborating with FAME difficult. In addition, whilst FAME services member country needs, most NGOs are not tied to country requests which may also reduce opportunities for collaboration. It was suggested that FAME needs to broaden its vision and have greater focus on marine environments and sustainability. Some NGOs noted that they would like to have greater participation in key regional meetings such as HoF. Other non-NGO stakeholders noted that FAME

could do more to work with NGOs who work directly with communities across the Pacific region and can contribute to the promotion of FAME's initiatives.

The review identified that FAME has a strong working relationship with a range of academic institutions working throughout the region. The sharing of information and data with academic institutions was noted as one area that could be improved. A few academic stakeholders also reported noticing an increase in SPC administrative burden in recent times, with requests to FAME now taking longer to progress.

Looking forward, FAME should continue to strengthen its approach to partnering with NGOs and academic institutions in the region. Identifying avenues to share relevant information and data with NGO's and academic institutions should also take place.

Regional Organisations

FAME works with a range of regional organisations, including Council of Regional Organisations in the Pacific (CROP) agencies¹, WCPFC, Parties to the Nauru Agreement (PNA), Te Vaka Moana (TVM) and Melanesian Spearhead Group (MSG). FFA is a key implementing partner of OFP in relation to the Pacific region's tuna fisheries, with OFP providing scientific and technical advice and FFA providing management, development, legal, and MCS&E support to the region. FAME also partners with FFA through CFP in the areas of coastal fisheries MCS&E, national legislative support, and some small-scale tuna fishery development activities. FAME co-chairs the MSWG with the FFA on a rotational basis, with two meeting held most years. There are 5 CROP members and at least 6 NGO observers as well as UNEP and FAO as observers. FAME occasionally partners with USP in the delivery of training and education in fisheries and marine sectors. FAME collaborates with SPREP on marine resource issues. OFP provides scientific services to the WCPFC, FFA, PNA, TVM and MSG.

It was evident to the reviewers that FAME has a strong, collegial and collaborative working relationship with several regional organisations in the Pacific. There is a clear symbiotic relationship between FAME and these regional organisations where each organisation relies heavily on the other to achieve its core objectives. It was also apparent that FAME works effectively with these organisations to try and ensure there is no duplication or double handling of work to reduce the burden on countries. Stakeholders from regional organisations were positive about their working relationship with FAME and the Division's open, responsive and collaborative approach that includes sharing of responsibilities, ideas and information.

Challenges with these relationships were noted however, including time and financial constraints which reduce opportunities for regional organisations to partner with FAME. Competition for the same pool of funding was also noted as potentially working against partnerships and collaboration. Another challenge relates to the geographical distance between regional organisations and FAME, which reduces opportunities for face-to-face meetings. A few stakeholders from regional organisations also noted that in the past their relationship with FAME have been strained but now this appears to have shifted with changes in staffing and leadership. The review noted opportunities for FAME to increase

¹ FFA, PIFS, USP and Secretariat of the Pacific Regional Environment Programme (SPREP),

collaborations with regional organisations to build cross-sectoral engagement and work towards common goals.

FAME and FFA hold an annual colloquium to set priorities for the year ahead and to discuss areas of potential disagreement. These meetings were noted as a productive process that has strengthened the partnership and relationship between the two organisations. Opportunities for FAME to hold similar meetings with other regional organisations or include organisations within this colloquium were identified during the review. The reviewers note the recent decision at Pacific Islands Forum Fisheries Committee meeting of Ministers for PNA to also have a colloquium with FFA and SPC.

The potential for FAME to capitalise on its relationship with PIFS was noted in the review. This includes engaging PIFS to play an advocacy role and increase the profile of political issues, such as the emerging challenge with the Blue Boats.

Looking forward, FAME should continue to build strong and collaborative working relationships with regional organisations across the Pacific. This should include opportunities to meet and work on priority areas and strategic directions, either face-to-face or via Skype to keep costs down. Consideration should also be given to the value of capitalising on existing relationships to increase the profile and advocacy of key political challenges within the fisheries sector in the region.

Industry

The review established that there is some collaboration taking place between FAME and industry agencies, especially in terms of working closely with industry agencies regarding e-monitoring and e-reporting and trialling new technologies, including tablet and mobile applications. CFP is also working with industry on post-harvest activities.

Industry stakeholders working with FAME reported a good, collaborative relationship with the Division. Some issues were raised however, including the need for more formalised relationships and improvement to sharing of data. The timely sharing of information and data was seen by industry stakeholders as crucial to supporting the work of industry. Working with government fisheries agencies to ensure this information is filtering down to industry will also be important for FAME going forward.

Looking forward, FAME should explore opportunities to support member countries to engage more closely with industry agencies and develop avenues to share relevant information with the industrial sector in a timely manner.

Donor Partners

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, along with funding received from the WCPFC for scientific and data management services. These partnerships and funding support FAME to undertake work throughout the region.

Overall, the reviewers noted the strong relationship between FAME and donor partners. Stakeholders from donor agencies reported a high level of confidence in FAME and saw the Division as a good

partner who communicates and collaborates with donor agencies effectively. FAME was noted as being responsive to donor agencies requests and meeting donor expectations in terms of providing high level, quality and trusted services within the sector. One donor agency noted that FAME could provide more transparency regarding the sources of their funding, suggesting FAME should do more to advertise where project funding is coming from.

Whilst relationships with existing donor partners appear strong, the review noted the opportunity for FAME to engage and forge relationships with new donors and source alternative funding opportunities. Looking forward, FAME should ensure it continues to meet current donor expectations and requirements as well as seeking out additional and alternative funding sources.

Part three: People Development

Leadership and Workforce Development

How well does FAME develop its workforce (including its leadership)?

How well does FAME anticipate and respond to future capability requirements?

Performance Rating: **Needing Development**



Management of People Performance

How well does FAME encourage high performance and continuous improvement among its workforce?

How well does FAME deal with poor or inadequate performance?

Performance Rating: **Needing Development**



Engagement with Staff

How well does FAME manage its employee relations?

How well does FAME develop and maintain a diverse, highly committed and engaged workforce?

Performance Rating: **Well Placed**



Leadership and Workforce Development

Succession issues are evident in the senior roles at FAME, specifically the two Deputy Directors. The review identified a need for succession planning that ensures the next generation of staff are adequately trained is needed. Staff members and stakeholders voiced concerns over succession issues and the potential loss of corporate knowledge if a succession plan within FAME is not established.

Section heads have a technical role as well as management responsibilities, which is essential given the highly technical field of fisheries science but it appears to also result in people being spread too thin. FAME has worked to build capacity of its section heads over the past few years, including through the Emerging Leadership Training offered at SPC. Feedback from staff members who have participated suggest this training is highly valued. The Emerging Leadership Training is an important step in developing a succession plan for FAME but the reviewers believe more emphasis needs to be placed on ensuring succession issues are overcome.

Staff retention issues were identified during the review. This includes high staff turnover due to short-term (1 year) contracts, staff positions tied to project funding and wider SPC policies that stipulate set

lengths of contracts. The impact of high staff turnover includes disruptions to team dynamics, loss of corporate knowledge and delays to implementing activities.

The potential for staff burnout within the OFP was recognised during the review. The contracted reporting required for the WCPFC in July each year result in staff working up to 80 hours per week. Staff reported experiencing burnout due to the July deadline. The extra hours worked by staff during this period does not appear to be recognised by SPC. Consideration should be given to developing more concrete ways to recognise the overtime staff members do during this period. There is a risk that if this is not appropriately managed, it could result in staff retention challenges.

The review identified staff training and professional development within FAME as an area requiring improvement. In the PIF self-review survey, there were mixed staff experiences in relation to whether FAME is providing opportunities and support for staff professional development. Fifty per cent of staff somewhat agreed or strongly agreed and 50% somewhat disagreed or strongly disagreed with the statement: *'FAME encourages and provides opportunities for staff training and professional development'*. The need for greater investment in people development within FAME to ensure the high standard to work continues was also acknowledged by stakeholders.

There appears to be no established procedure for in-service training and professional development of staff, with only language courses offered and occasional professional development opportunities at the discretion of Deputy Directors or section heads. Professional development opportunities also appear to be hindered by wider SPC Human Resources (HR) policy and financial constraints, with FAME opting to fund some staff professional development internally. Whilst opportunities for professional development have increased within FAME over the past 18 months, time and budget constraints and limited availability of highly technical training in New Caledonia results in staff paying for their own professional development or use self-learning approaches. The Emerging Leadership Training is evidence of a cultural shift within SPC to support staff professional development and the desire to retain good staff. Overall, there appears to be little consideration of the need to capacity build internally within the Division. There is a clear need to develop a framework to address FAME's capability needs and workforce development in a systematic way which may also help to ensure staff retention, noting that there are considerable limitations in the existing recruitment parameters.

Concerns were raised by staff members and stakeholders during the review on the lack of Pacific Islands people employed within FAME, especially within OFP. Challenges in recruiting suitably qualified Pacific Islanders into highly technical roles within FAME has resulted in non-Pacific staff being recruited. Whilst it is acknowledged that the most qualified people should fill these roles, stakeholders and some staff view the lack of Pacific people within FAME negatively. Stakeholders noted the importance of upskilling Pacific Island people for technical roles at FAME and the need to have a stronger representation of Pacific Islanders. FAME currently undertakes a Pacific Islander Junior Professional Program, which provides Pacific Islanders with short-term one-year professional development opportunities within the Division. Expanding on this program and developing other mentoring opportunities to increase the educational and employment pathways for Pacific Island scientists in the fisheries sector should be a focus of FAME going forward. It is important for FAME to respond to these concerns and where possible increase opportunities for Pacific Island people's employment within the Division. The development of these opportunities will ultimately enhance

capacity building at the national level, although the reviewers note that it may also put pressure on national fisheries departments in the short-term.

Looking forward, FAME needs to ensure it has a tangible succession plan that ensures the next generation of staff are equipped to take on leadership roles in the future. Identifying avenues to increase professional development opportunities for staff and developing a more concrete way to recognise staff overtime is needed. Whilst wider SPC policies largely dictate staff contracts, opportunities to reduce the number of contracts less than three years in duration should be considered. FAME should also consider the feasibility of expanding the Pacific Islander Junior Professional Program as well as identifying other mentoring opportunities to increase the employment of Pacific People within FAME.

Management of People Performance

A SPC wide Performance Development System (PDS) is in place that guides the management of staff member's performance within FAME. Performance reviews are conducted annually and include the development of staff member's work plans. It also provides an opportunity for staff to raise issues or concerns formally. Whilst this is a standardised approach across all SPC, it is not perceived by all FAME staff members as a transparent or consistently applied approach to assessing staff performance. Limitations of the current PDS identified in the review included the lack of follow-through on training or professional development needs identified during performance reviews and the evaluation of staff member's role and salary not being a key part of the SPC approach to the PDS. There appears to be no system of financial reward for outstanding individual performance within FAME or wider SPC. It was noted by several FAME staff members that it is difficult to move up a pay grade and most staff need to apply for a more senior position to increase their salary. There is a need for a more consistent approach where staff members have confidence that performance is being assessed and rewarded appropriately. The reviewers note that these challenges are part of an SPC wide system and FAME has limited ability to address these concerns.

It was evident to the reviewers that FAME is a high performing Division within SPC. SMT appear to encourage and reward high performance where possible. In the PIF self-review survey, 75% of staff members somewhat agreed or strongly agreed with the statement: *'High performance is encouraged within the FAME Division'*. It was noted that managers get around the challenges the PDS creates concerning rewarding high performance (e.g. pay increase) by acknowledging good work through other avenues, such as conference attendance. Opportunities to develop a non-monetary reward system for staff members who demonstrate high performance could be considered by FAME.

In relation to the management of poor performance, the review suggests there are currently limited systems in place to assist managers address poor staff performance. There is a clear perception among some FAME staff that poor performance is not currently being identified or managed effectively, with several staff noting negative impacts of their workload and work satisfaction as a result. In the PIF self-review survey, 57% of staff members somewhat agreed or strongly agreed with the statement: *'Poor performance is identified and dealt with in the FAME Division'*. Ensuring systems are in place to identify and manage poor staff performance is needed. This includes the appropriate use of the PDS to effectively manage poor performance.

Looking forward, FAME should ensure it consistently utilises the PDS to manage staff member's performance and address poor performance. Opportunities to develop non-monetary rewards for high staff member performance should be considered.

Engagement with Staff

It was clear to the reviewers that there is effective management of staff members within FAME. The SMT appear to provide an open and supportive working environment for staff. Yearly work planning appears to reduce the need for management of daily workload with staff members instead given relative freedom to undertake their designated tasks. Strong SMT leadership and trust of FAME staff members mean this management style appears to work. FAME staff members were positive about SMT management and the proactive nature in which managers address staff issues and concerns.

The review identified one area of staff management that could be improved, internal communication. The 2016 prioritisation process was identified by several FAME staff members as an example of the absence of strong internal communication within FAME. Whilst it appears that during this period communication was good at the SMT level, much of this confidential information was not shared with other staff members, which caused confusion, mixed messages and stress. Ensuring staff are kept well-informed on important issues where possible is important in managing overall employee relations within FAME.

It was evident to the reviewers that FAME has a highly committed and engaged workforce. In the PIF self-review survey, 92% of staff somewhat agreed or strongly agreed with the statement: *'FAME employees are highly committed and engaged in meeting FAME's objectives'*. FAME is viewed by stakeholders across the region as having a strong and dedicated team of highly skilled staff.

Looking forward, FAME should ensure SMT continue to provide a supportive work environment and focus on improving internal communication between SMT and other staff.

Part Four: Financial and Resource Management

Asset Management

How does FAME manage assets to support delivery and drive performance improvement over time?

Performance Rating: **Well Placed**



Information Management

How well does FAME utilise information and communications technologies to improve service delivery?

Performance Rating: **Needing Development**



Improving Efficiency and Effectiveness

How robust are the processes in place to identify and make efficiency improvements?

How well does FAME evaluate service delivery options?

Performance Rating: **Well Placed**



Financial Management

How well does FAME plan, direct and control financial resources to drive efficient and effective output delivery?

Performance Rating: **Well Placed**



Risk Management

How well does FAME manage its risks?

Performance Rating: **Well Placed**



Asset Management

FAME adheres to SPC policies on asset management. SPC has a Fixed Asset and Small Value Items Policy which provides a framework for the acquisition, receipt, recording, maintenance, asset count (stocktake) and disposal of assets, to provide efficient, effective and consistent processes at all SPC

sites. This policy assists SPC to manage its assets and small value items, to ensure they are appropriately protected and used, and to meet its financial accountability obligations. The policy was amended in 2017 and is due for review in 2019.

Information Management

FAME receives continual Information Technology (IT) support from the ICT section within SPC. Services involve each staff member receiving a new computer and monitor every three years and ongoing technical support. ICT uses a cost recovery model of US\$5000 per staff member per year. Additional services have an added cost. FAME pays for ICT services through project, programme and core funding. Limitations to the services ICT provides were noted by FAME staff members during the review. This includes a lack of internal consultation, needs assessment and training when new systems are developed as well as a lack of warning when changes to the server are taking place. The deficiency of computing infrastructure that can manage stock assessment modelling and storage of data were also noted. Planning for future IT needs within FAME has resulted in the ICT section suggesting FAME shift to using a Cloud based system. Whilst FAME is supportive of this idea, it would be costly and some member countries are resistant to the move due to data sovereignty and privacy concerns, for example, by agreement with countries and industry, much of the data that is managed by FAME is confidential.

An important aspect of resource management is the value in unlocking information collected by FAME and ensuring it is widely available, discoverable and easy to use. FAME operates a website that sits within the larger SPC website. This website stores a range of information regarding FAME's work and provides access to key documents such as the 2017 Fisheries Address Book, Fisheries Newsletters, HoF documents and provides access to the Digital library. However, there appears to be ongoing challenges in updating certain components of the FAME website, for example, the organisational chart has not been updated in recent years. During the review, stakeholders noted the need for both the SPC and FAME website to be improved to ensure easier access to information and resources, including improvements to the functionality and visual aspects of the website. Similar issues with the website were also identified in the 2013 information sharing and communication for fisheries management review, including the need to: increase the user friendliness, provide help for slow connections, have features for less sophisticated users, and increase usage of the website (Agora 2014). The reviewers also believe there are opportunities to more effectively promote the FAME website to member countries and other stakeholders. FAME's social media presence is currently limited, with the Division relying on the SPC Twitter account @spc_live to promote this work. It appears that effective development of the FAME website and FAME's social media presence has been negatively impacted by SPC's corporate approach to communications, promotion and social media and delays in updating the SPC website. Looking forward, it is important that SPC facilitate, rather than hinder, the development of FAME's online presence.

FAME has a dedicated section devoted to information – the Fisheries Information Section. The strengths and challenges of the Fisheries Information Section were discussed in the Delivery of Core Business section of the report. The review found that while the Information Section produces high quality information and resources, and does a good job of responding to stakeholder requests for information, some of this information intended for large target audiences is not always well

promoted and may not be reaching the intended recipients. Some stakeholders noted that technical information and reports produced by FAME need to be translated into easily digestible information for use in advocacy and broader engagement work. A key focus of the section should be ensuring information and the format in which it is distributed is targeted, relevant and efficient going forward. Agora's (2014) review identified strategies to improve the flow of fisheries information using electronic technology. This included the development of a FAME Facebook page, improving the FAME website (as discussed above), and the use of a news aggregator to identify relevant articles and package them for distribution to stakeholders. Reviewers also feel FAME can strengthen the delivery of fisheries information throughout the region using new technologies.

The review identified the need for greater focus on communication and the development of a communications strategy for FAME. While this is beyond the current remit of the Information Section, there is potential for a Communication Manager/Officer role within the Information Section to take on some of this promotion and advocacy work. This function of this role would be to raise the awareness of FAME and its important role as a centre of scientific and technical excellence. This should include the increased use of social media and the FAME website as a platform to promote FAME's work.

Looking forward, FAME should explore options to increase IT infrastructure within the Division and assess whether moving to a Cloud based system could be viable. Investing in improvements to the FAME website functionality and content and improving FAME's social media presence through Twitter and other networks would be valuable. The addition of a Communication Manager/Officer role to focus on promotion of FAME should also be considered.

Improving Efficiency and Effectiveness

In terms of effectiveness, FAME has a comprehensive Business Plan with seven key objectives which the Division reports against in its Results Reports. Results are mapped against FAME output and outcome Indicators and SPC objectives. This provides FAME with a tool for measuring effectiveness.

In terms of efficiency, FAME is making significant investment in new technology in e-monitoring and e-reporting, which will improve the efficiency of these systems and ultimately lead to savings in the required financial investment. The location of some of the aquaculture team being in Fiji, and establishing some new positions there has also delivered efficiencies in the delivery of services due to the central location in Suva and the reduction in travel costs. The establishment of the Digital Library enable staff members to access records and reduces time in searching for relevant information and data.

New administrative systems were introduced across SPC aimed at increasing efficiency in procurement and contracting, travel, communication and reporting. However, FAME staff members found many of these systems cumbersome and time consuming with the overall impact of a reduction of efficiency within FAME service delivery, including FAME's ability to be flexible and responsive to member country needs. Stakeholders noted that services that were previously provided in a straightforward and timely manner now appear challenging and are accompanied by lengthy delays.

Given funding uncertainty and changing development priorities in the region, FAME needs to prioritise its work by focusing resources and service delivery into areas that make the greatest impact and

increasing opportunities for internal and external partnerships to reduce duplication. There is also potential for greater use of Skype and teleconferencing to reduce travel costs.

The review identified the need for SPC to manage administrative and workflow processes more effectively to reduce duplication and develop efficient processes that enable FAME to meet its strategic objectives. Specifically, there is a need for SPC to optimise workflow for various approvals and develop better online tools for performance and project management.

Looking forward, it is important that FAME retains the ability to respond flexibly to the needs of member countries supported by well-functioning and efficient SPC administrative systems. FAME should continue to measure its performance against objectives in the Business Plan and develop efficiency measures where this is practical.

Financial Management

Financial management at SPC is robust and supported by comprehensive monitoring and reporting systems as indicated in the *Evaluation of the Secretariat of the Pacific Community - Government of Australia Partnership: Final report*. New financial systems have been put in place to make financial reporting more straightforward and efficient. The major challenge to FAME in relation to financial management is the short-term nature of most funding, which means opportunities for strategic planning is limited and staffing is generally short-term. It also means that there is significant funding uncertainty from year to year, particularly in relation to CFP, which is more heavily impacted by shifts in donor funding priorities.

FAME is reliant on donor funding and there is a reluctance among some donors to adequately contribute or to contribute at all to administrative overheads even though the proper functioning of the Division is essential for project implementation. The use of new technology in the workplace impacts on the increasing administrative costs of projects. In reality, donor contributions to administrative overheads probably need to increase as a percentage of project funding.

Other significant challenges for FAME have been financial and administrative measures imposed by SPC including cost recovery measures, changes to financial systems and complex central administrative systems. These changes have placed additional administrative burden on FAME staff without the provision of additional resources.

The last few years have presented a range of challenges in relation to financial management and financial security for both SPC and FAME. The 2016 prioritisation process has seen limitations on expansion and the employment of new staff and has been a difficult period. The implementation of the new model of cost recovery has also presented challenges for FAME and its relationships with stakeholders. The changes to percentages of core versus tagged or project funding within FAME have also had implications for service delivery and many staff and stakeholders noted that FAME should receive a greater share of core funding. Concern was expressed by some external stakeholders that FAME service delivery appears to have been hampered by the prioritisation process and/or 'funding shortfalls'.

The SPC Director of Finance noted that FAME could use its core funding more effectively to leverage additional project funding and this is an area which could be further explored in collaboration with the FAME SMT. There are opportunities to integrate performance and risk with planning and financial management. The review found that FAME needs to take a long-term approach to financial management and planning, for example, in the short-term new technology requires significant investment and this can be costly, while long-term this investment is critical to positioning FAME as leader in the field, expertise that could be leveraged for other funding opportunities. There may also be funding available from agencies/donors that have not been traditional sources for FAME and these opportunities should be further explored in collaboration with other Divisions within SPC and key stakeholders.

Looking forward, FAME needs to develop a long-term approach to financial management and planning, to broaden funding opportunities, to involve the Finance Unit and the Resource Mobilisation Unit in overall budget design and to seek, where possible, to increase donor contributions to administrative overheads.

Risk Management

FAME adheres to SPC Risk Management Guidelines based on Australian and New Zealand Standards on Risk Management (AS/NZS ISO 31000–2009 ‘Risk Management – Principles and Guidelines’ and AS/NZS 4360–2004 ‘Risk Management’). The guidelines aim to achieve best practice in controlling all risks to which SPC is exposed by identifying its priority exposures, addressing these, incorporating appropriate risk management strategies, risk improvements and contingency planning into its business, monitoring and reviewing ongoing risk to account for changes in its operations and enable it to make well-informed decisions on risk controls. FAME completes and submits annual risk management documents to SPC Finance. FAME also identifies risks for each project, usually at the proposal stage, then reports against these risks in progress reports.

FAME has a risk matrix which identifies potential risk and constraints to achieving against its results in the Business Plan and proposed strategies for addressing these risks. Key risks identified include organisational, financial and external risks. External risks are likely to be those that prevent the uptake and effective use of programme services and advice such as political will, regional stability and natural disasters. Organisational risks may include staffing and management challenges while financial risks may include resource constraints or changes in currency rates. Responsibility for monitoring risks and risk management appears to be a whole of Division approach with SMT leading.

Looking forward, FAME needs to ensure that organisational, external and financial risks continue to be appropriately managed.

6. Future Challenges

It was evident to reviewers that overall FAME is responding well to current priorities and challenges in the region. This sentiment was shared by FAME staff members and stakeholders. In the PIF self-review survey, 89% of staff somewhat agreed or strongly agreed with the statement: *'FAME effectively responds to current priorities / challenges in the region'*. Whether FAME is equipped to respond to future challenges and priorities was less clear to the reviewers. In the PIF self-review survey, 66% of staff somewhat agreed or strongly agreed with the statement: *'FAME is well-equipped to respond to changing priorities and challenges in the future'*. Stakeholder also expressed some concerns over FAME's ability to respond to future challenges.

As indicated in the above sections there are a range of issues, trends and developments within FAME, the fisheries sector and wider Pacific region that may impact on FAME's work in the next three to five years. Future challenges brought to the attention of reviews are discussed below.

Oceanic Fisheries Programme

In relation to stock assessment, FAME's ability to stay at the forefront of stock assessment analysis, given limited internal resources and time allocated to innovation will be a challenge for the Division over the next three to five years. FAME will need to ensure transparency in relation to stock assessment analysis and ensure that member countries and key stakeholders have confidence in the quality and reliability of the data provided. Maintaining the confidence of the member countries after the present senior OFP staff retire may present another challenge for FAME going forward. The ongoing successful implementation of e-monitoring and e-reporting was also identified as a future challenge for FAME. There will be logistical challenges that FAME and member countries will need to overcome, including the day-to-day operation of e-data collection, development of standards and guidelines for the collection and management of e-data, and identification of the central housing location for e-monitoring data and video footage. Meeting the increasing demand for additional observer trainers and assessors, with the introduction of observers on long-line vessels and the high turnover of observer staff, will be another challenge for FAME going forward.

Coastal Fisheries Programme

Several ongoing and future challenges for FAME were identified during the review. The effective implementation of A New Song with limited resources, strengthening the CFP response to the complex challenges in coastal fisheries, and the need to innovate and respond to change in the sector are key challenges for FAME over the next three to five years. The management of coastal fisheries, including balancing demands for coastal fisheries sustainable development and economic growth with the need for resource protection, rehabilitation and management of coastal fisheries resources present another challenge. FAME will also need to further strengthen its efforts to increase the capacity of member country aquaculture institutions and enterprises to obtain and assess evidence around financial viability of aquaculture projects, through the use of economic modelling approaches.

Information Section

There will be challenges for the Information Section regarding the ongoing development and distribution of information and resources within the context of wider SPC funding uncertainty and downsizing. This includes ensuring information and resources are reaching their target audience, balancing the demand for print resources with expanding the availability of digital resources, and managing requests for multilingual resources. Resourcing the promotion of FAME's work and developing an effective online and social media presence will also be challenging, particularly if additional resources are not provided.

Responding to stakeholder priorities and requests

The review identified ongoing challenges for FAME responding to and meeting the priority needs of member countries and other key stakeholders in a rapidly changing environment. The future focus of FAME is largely driven by member countries requests, donor funding priorities as well as WCPFC strategic direction and needs. There are inherent challenges for FAME to adequately plan and resource service delivery and address the needs and aspirations of all 22 PICTs. A key future risk for FAME is being superseded by other organisations willing to provide scientific and technical advice to PICTs and those seeking to work in the fisheries sector more broadly. FAME also faces the challenge of ensuring the scientific advice it provides to WCPFC can continue to stand up to rigorous review. Balancing FAME's role as a service provider to WCPFC and to member countries represents another challenge for the Division.

Capacity within member countries

The varying degrees of scientific and technical capacity within member countries government fisheries agencies present an ongoing challenge for FAME. There is a large and growing amount of work required to meet the needs for capacity building in PICTs, which may be beyond the capacity of FAME. There is also a risk that FAME's work could shift from the provision of technical support and advice to undertaking work in place of government fisheries agencies in countries where capacity is limited.

Funding uncertainties

Continued funding uncertainty was identified as an ongoing challenge for FAME. The unpredictability of core funding and reliance on short-term and project funding will continue to be a challenge in the future. This is particularly the case for CFP, where there is a high dependency on project funding. To a certain extent, the future focus and priorities of FAME will be dependent on available funding. This will have impacts on business planning and delivery of services. Given OFP's reliance on funding received from WCPFC for the provision of scientific advice, there is a risk if the Commission's budget reduces it will have a flow on effect to FAME.

Staff retention

Staff retention and the loss of leadership and technical and corporate knowledge with changes in personnel was noted as a future challenge for FAME. The loss of senior staff would leave a big gap in terms of technical expertise, organisational knowledge and leadership.

SPC administrative context

There are many non-FAME systems and structures that are likely to present ongoing challenges to the efficiency and effectiveness of FAME service delivery, including ICT, cost recovery, financial systems and central administrative systems.

7. What success will look like

In considering findings from the performance review and the identification of future challenges, the reviewers have identified what success will look like for FAME in the next three to five years if the Division has successfully transformed itself to capitalise on the opportunities identified during the PIF review. This is a standard approach within the PIF.

Given funding uncertainty and changing development priorities in the region, FAME needs to prioritise its work by:

- Focusing resources and service delivery into areas that make the greatest impact for member countries, particularly in coastal fisheries
- Being on top of the very fast changing fisheries sub-sectors in the region
- Increasing opportunities for internal and external partnerships to reduce duplication and enhance collaboration
- Continuing to monitor and evaluate the success of programs through business planning, measurement of outcomes and economic modelling

In five years' time, the definitive measure of success for FAME will be a high performing Division that is acknowledged as a leader in both the coastal fisheries and oceanic fisheries.

Future success for FAME would include the following scenarios:

1. FAME continues to play a leadership role in the fisheries sector in the Pacific region and the Division's vision, purpose and strategy is well understood and endorsed by stakeholders.
2. OFP will continue to be regarded as a provider of high-quality scientific and technical information and services and is at the forefront of stock assessment analysis. OFP is transparent regarding stock assessment processes and addresses any concerns regarding data quality and analysis. Scientists are provided ample time to trial new approaches and techniques concerning stock assessment. Scientific reports are widely promoted and distributed throughout the region. E-reporting and e-monitoring will be fully operational, well-resourced and widely adopted across the region. In-country staff positions are managing the day-to-day operation of e-data collection and training on e-reporting and e-monitoring is being provided to government fisheries agency staff on an ongoing basis. Standards and guidelines are in place for the collection and management of e-data and data collection processes have been streamlined. Some local data entry staff members have shifted to a data auditing role that focuses on quality assurance of e-data. The observer program has expanded and there is an increase in trainers and assessors. The OFP efforts at capacity enhancement are resulting in the government fisheries agencies having a substantially increased ability to collect, analyse, and report catch data.

3. The CFP is a well-resourced and innovative section with strong leadership, direction and a long-term vision for coastal fisheries sustainability. CFP has a strong focus on promoting coastal fisheries science and management and provides assistance to member countries regarding the collection of useful data required to support coastal fisheries management. The Coastal Fisheries Science and Management section is well resourced and staffed and responding effectively to PICTs needs. Key provisions in A New Song have been implemented and evaluated effectively. FAME has strengthened the capacity of member countries to obtain and assess evidence around the financial viability of aquaculture projects. Sustainable livelihood options for fisheries are being investigated and evaluated, along with post-harvest activities.
4. The Information Section is highly regarded across the sector and provides a unique combination of technical knowledge, communication best practice and knowledge management internally to FAME and externally to stakeholders across the region. It is utilising a range of strategies, approaches and technologies to ensure information is reaching stakeholders and this information is useable for a variety of purposes, including that for scientific, community, and policy purposes. The FAME website is updated regularly and showcases the depth of the Division's work, providing stakeholders with easy access to information and resources. A Communications Manager/Officer role has been established within FAME that supports the promotion of FAME's work.
5. FAME is led by a unified, high performing SMT that continues to innovate and ensures the Division is meeting demands for service delivery. The SMT will be meeting regularly and the Director will be engaging with staff on a regular basis through formal and informal meetings and newsletters. The SMT continues to encourage and support staff to deliver on its core objectives and priority areas.
6. FAME staff members are unified regarding their shared purpose and direction, and CFP and OFP are collaborating on a regular basis. FAME has a focused work program and strong project management approaches are applied.
7. FAME is contributing to SPC wide goals and objectives. FAME is working across SPC Divisions to deliver effective coordinated programs where appropriate. Clear strategies have been developed to inform cross Divisional collaboration within SPC, including agreed shared outcomes, targets and work program. Specific funding has been secured to resource this work.
8. The structure of the FAME Division and location of staff reflects the needs of member countries and has led to a strengthening in countries of and oceanic fisheries science and coastal fisheries management
9. FAME is regularly reporting outcomes on its programs and services. Monitoring and evaluation within the CFP has been strengthened.
10. FAME has strong relationships with a range of stakeholders (member countries, regional organisations, NGOs, industry and donors) and is regularly collaborating and partnering with NGOs and non-traditional partners. FAME is sharing relevant data and information with stakeholders. Stakeholders consider FAME as a collaborative, responsive and accessible

partner, which is making a tangible impact and significant contribution to the region. The high-quality support and advice FAME provides will continue to be celebrated.

11. FAME is flexible, adaptable and responsive to the needs of member countries. PICTs are satisfied with the level of engagement, consultation and collaboration they have with FAME. The Division is strategically addressing PICTs priorities and needs in an effective and holistic manner. FAME is prioritising its work planning effectively and efficiently with member countries.
12. The institutional capacity within government fisheries agencies is strengthened and member countries are empowered to develop long-term resilience and sustainability measures for fisheries management and are less reliant on FAME for conducting fieldwork and other tasks.
13. The HoF provides delegates with a forum in which concerns can be raised, issues debated and priorities set by member countries. HoF has both a regional and sub-regional focus, which includes separate sessions that focuses on the needs of Micronesia, Melanesia and Polynesia and provides opportunities for PICTs to collaborate and share ideas and concerns.
14. Member countries and stakeholders will be more aware of the work of FAME and how the Division is contributing to the region's development.
15. Donors continue to have a high level of confidence in FAME and view the Division as reliable, effective and a high performing partner.
16. FAME has a long-term approach to financial management and planning and FAME has broadened its relationship with non-traditional donors and increased funding sources.
17. FAME has a risk matrix in place which identifies potential risks and constraints to achieving against its core priority areas and strategies for addressing these risks.
18. FAME is supported by well-functioning and efficient SPC administrative systems. FAME is regularly measuring its performance against objectives in the Business Plan and has developed efficiency measures.
19. FAME has improved communications infrastructure with a Communications Manager/Officer employed to oversee the promotion of FAME's work. FAME's website is regularly updated, easy to navigate and informative. Work undertaken by the Division is regularly showcased via social media.
20. A succession plan is in place within FAME and new staff members have moved into leadership roles. Professional development opportunities are regularly available to staff and overtime is recognised and rewarded. Mentoring opportunities have increased for Pacific people and more roles within FAME are filled by Pacific Islanders, particularly women and young people.
21. Staff members have a supportive work environment and there is effective communication between SMT and other staff. The management of staff performance has improved and the PDS is a transparent and consistently applied process.

8. Recommendations

Below is a list of recommendations designed to ensure FAME's fitness for purpose in the future. The reviewers recognise that some of these recommendations have cost implications and present funding challenges in terms of implementation.

Core business

1. That SPC continues to support FAME as a centre of excellence in fisheries science and management, sustainable development and innovation.
2. That OFP are provided with adequate resources to enable scientists to be innovative and explore and develop new models for stock assessments. Mechanisms should be developed to ensure the OFP continues to attract and retain high-level scientists, including maintaining flexibility in the use of long-term consultants.
3. That FAME continue to invest in new technology in data collection, reporting and information management to ensure the Division is at the forefront in the collection and dissemination of both oceanic and coastal fisheries knowledge and expertise. This should include ensuring project management capacity is available to support the full implementation of e-monitoring and e-reporting including quality standards and guidelines for collection and storage of data.
4. That FAME's current structure be maintained and that in order to strengthen coastal fisheries science, management, data collection and sustainable development; a strategic planning process for CFP should be implemented and include:
 - a. A greater focus on leadership in coastal fisheries including building innovation and collaboration and developing a long-term approach to advising countries in the collection of data required to support coastal fisheries science, management and sustainable development.
 - b. An increase in the allocation of resources for effective coastal fisheries science and management. This should include an increase in staffing in Coastal Fisheries Science and Management.
 - c. The strengthening of economic analysis of aquaculture projects, including providing support to member countries to collect data so the progress in aquaculture development is readily discernible. It is likely that an additional economist position in FAME will be required to develop this approach.
 - d. That the evidence related to aquaculture projects be strengthened along with a communication strategy to highlight successful aquaculture activities in member countries.
 - e. That the NFDS is supported to address the identified gap in the post-harvest aspect of coastal fisheries and that this be considered as an area for future expansion in CFP.

- f. The establishment of a Coastal Fisheries Working Group and the formation of sub-regional networks.
- 5. That FAME establishes more formal collaborative planning approaches with member countries in both oceanic and coastal fisheries in order to have a more coordinated and planned approach to responding to country requests.
- 6. That FAME should assess the viability of locating a generalist staff member in three sub-regional locations by utilising the process set out in the SPC position paper on establishing country presence.
- 7. That FAME continues to resource the Information Section including in the development of new strategies, approaches and technologies to ensure information and resources are reaching a wide range of stakeholders.

Leadership and governance

- 8. That the FAME Divisional Director works with Deputy Directors to develop a succession plan for senior leadership positions to ensure continuity of expertise and corporate knowledge in the Division.
- 9. That FAME continues with the development and implementation of planning, monitoring and reporting frameworks to measure outcomes against Divisional and SPC objectives and that consideration be given to expansion MEL in FAME.

Collaboration and communication

- 10. That FAME implements a regular joint CFP and OFP forum, to enhance communication and collaboration and contribute to building a strong organisational profile.
- 11. That FAME SMT collaborates with other SPC Divisions to develop funding opportunities and projects where there are shared objectives and the work contributes to SPC wide goals.
- 12. That FAME demonstrates collaboration and continues to build strong relationships with stakeholders, including developing partnerships with NGOs and non-traditional partners.
- 13. That a Communication Manager/Officer role be established within FAME to support and extend the promotion of FAME's work.
- 14. That resources are allocated to the continued provision of high quality information and the maintenance and improvement of the FAME website to more effectively showcase the work of FAME.

People development

- 15. That FAME consistently utilises the PDS to manage staff performance and address poor performance.

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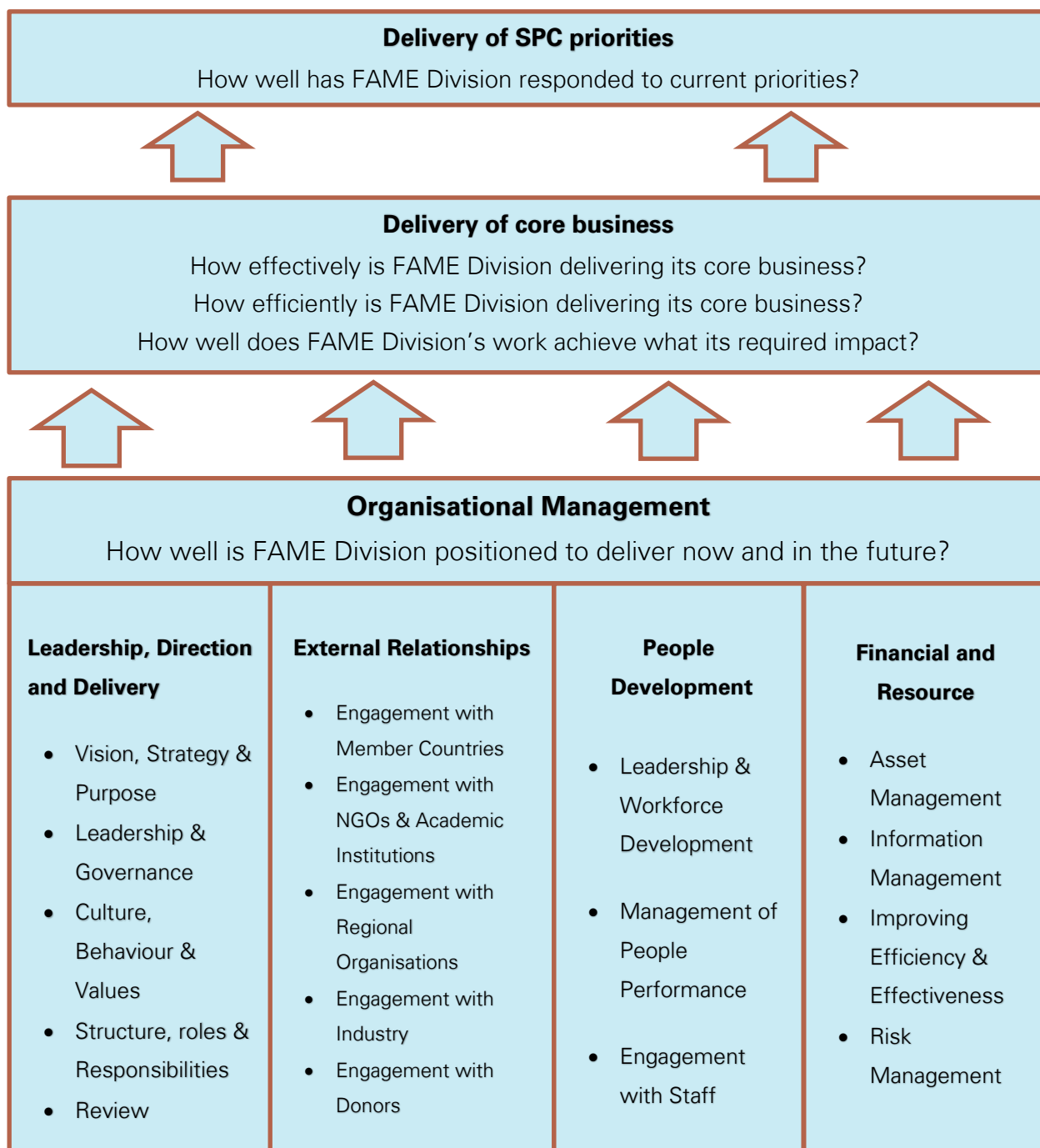
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Appendix 1 – Performance Review of FAME Division - The PIF model



Appendix 2 – Key Documents

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Appendix 3 – FAME staff consultations

Country	Name and title
New Caledonia	Neville Smith, Principal Fisheries Scientist (Fisheries & Ecosystem Monitoring & Analysis)
	Michel Blanc, Nearshore fisheries development advisor
	John Hampton, Chief Scientist & Deputy Director FAME (Oceanic Fisheries)
	Robert Jimmy, Aquaculture Adviser
	Graham Pilling, Principal Fisheries Scientist (Stock Assessment and Modelling)
	Peter Williams, Principal Fisheries Scientist (Data Management)
	Lindsay Chapman, Deputy Director FAME (Coastal Fisheries)
	Aymeric Desurmont, Fisheries Information Specialist
	Ian Bertram, Coastal Fisheries Science and Management Advisor
	Group 1: NFD, Aquaculture & the Information Section Genevieve Delahaie, Phil James, Constance Odiardo, Boris Colas, Michel Bermudes, Tim Pickering
	Group 2: Coastal Fisheries Science & Management Jason Raubani, Pauline Bosserelle, Marie-Therese Biu, Navneel Singh, Frank Magron, Brad Moore, Ariella D'Andrea
	Group 3: SAM OFP Laura Tremblay-Boyer, Fabrice Bouye, Yukio Takeuchi, Steven Hare, Robert Scott, Stephen Brouwer, Sam McKechnie
	Group 4: FEMA OFP Francois Rounsard, Sylvain Caillot, Bruno Leroy, Siosifa Fukofuka, Tom Peatman, Caroline Sanchez, Deirdre Brogan, Malo Hosken, Valerie Allain, Tim Park
	Group 5: OFP local staff - Alan Faana; Caroline Mehl; Christine Nguyen; Cinthya Daumont; Elizabeth Poanima; Flavie Dalap; Giovanna Munanoa; Magali Chapuis; Nabila Benhamoudi; Sabrina Pellissier; Sonja Savea; Stephanie Chuvand; Sylvie Le Pironnec; Tarina Eugenie; Helene Ixeko; Nathalie Lemesle. Interview was conducted in French with interpretation provided
	Group 6: Data Management OFP Andrew Hunt, Emmanuel Schneiter, Bruno Deprez, Icanus Tuiloma Moses Amos, Director (Skype)
Fiji	Aquaculture Tim Pickering, Avinash Singh, Beero Tioti (community-based), Jone Varawa.
Vanuatu	Pita Neihapi, FAME CFP local staff
	Peter Tiamu, FAME Community Monitoring Officer

APPENDIX 4 – Stakeholder consultations

Stakeholders consulted during Heads of Fisheries meeting

Country	Organisation	Name and title
New Caledonia	SPC	Colin Tukuitonga, Director General
		Sylvie Goyet, Director Climate Change and Environmental Sustainability
		Martin van Weerdenburg, Director of Finance
Niue	Department of Agriculture, Forestry and Fisheries	James Tafatu, Principal Fisheries Officer
New Zealand	Pacific Networks Ltd	Alec Woods, Director
French Polynesia	Direction des ressources marines et minières [Directorate of Marine and Mineral Resources]	Cedric Ponsonnet, Deputy Director

Stakeholders consulted during Fiji site visit

Country	Organisation	Name and title
Fiji	SPC	Dean Solofa, Land Resource Division (LRD) Programs
		Brigitte Leduc & Joanne Kunatuba (Gender Advisors)
		Kuiniselani Toelupe Tago, Director Social Development Program (SDP)
	Women in Fisheries	Cherie Morris and Shirleen Bala
	Japan International Cooperation Agency (JICA)	Masa Izumi, JICA Marine Resources Management Adviser
		Juan Ignacio de Leiva, Attache Fisheries
	Pacific Islands Forum Secretariat (PIFS)	Ribanataake Awira, Natural Resources Adviser
		Cristelle Pratt, Deputy Secretary General
	Ministries of Fisheries	Stephen Ferrier, Advisor
		George Madden, Richard Veeran, Tarisi Shaw, Joela Cama, Neomai Turaganiualu-Ravitu, Jioji Vukacka, Alitia Bainivalu
	The Locally-Managed Marine Area (LMMA) Network	Hugh Govan, Adviser Policy & Advocacy
	World Wide Fund for Nature (WWF) Pacific	Ian Campbell, Manager: Sharks - Restoring the balance
	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Jan Steffen, Project Director MACBIO (Skype)
	International Union for Conservation of Nature (IUCN)	Leanne Fernandes, Marine Coordinator (Skype)

	Wildlife Conservation Society (WCS)	Sangeeta Mangubhai and Stacy Jupiter, Melanesia Director
	Conservation International	Susana Waiqanabete-Tuisese, Fiji Director
	Solander (Pacific) Limited	Radhika Kumar, General Manager
	Fiji Fishing Industry Association (FFIA)	Anare Raiwalui, Executive Officer

Stakeholders consulted during Solomon Islands site visit

Country	Organisation	Name and title
Solomon Islands	Forum Fisheries Agency (FFA)	Mike Batty, Director Fisheries Development
		Wez Norris, Deputy Director-General
		Philip Lens, Observer Program Manager
		Ken Katafono, IT Manager
	Ministry of Fisheries and Marine Resources (MFMR)	David Power, Fisheries Management Adviser
		Ferral Lasi, Under Secretary Technical
		Rosalie Masu, Deputy Director-Inshore Fisheries Division
		Leon Hickie, Principal Fisheries Officer (Statistics and Information Section)
	Mekem Strong Solomon Islands Fisheries (MISSIF) Project	Ronnelle Panda, Deputy Director (Policy, Planning and Project Management Division)
		Anne-Maree Schwarz, Team Leader
	Pacific Islands Tuna Industry Association	John Maefiti, Executive Officer

Table 2: List of stakeholders consulted during Tonga site visit

Country	Organisation	Name and title
Tonga	Ministry of Agriculture, Food, Forests and Fisheries (MAFF)	Tu'ikolongahau Halafihi, CEO
		Poasi Fale Ngaluafe, Principal Fisheries Officer, Head of Aquaculture and Development Section
		Vilimo Fakalolo, Officer in Charge of MSC
		Siola'a Malimali, Deputy Secretary for Fisheries – Head of Technical Services Section
		Lavinia Vaipuna, Computer Programmer- Head of ICT Section

Stakeholders consulted during Samoa site visit

Country	Organisation	Name and title
Samoa	Food and Agriculture Organization of the United Nations (FAO)	Francis Chopin, Senior Fishery & Aquaculture Officer
		Jessica Sanders, Fishery Officer
	Ministry of Agriculture and Fisheries (MAF)	Ueta Faasili Junior, Principal Fisheries Officer, Offshore Section and Compliance and Enforcement Unit; Maria Sapatu, Senior Fisheries Officer, Offshore Section; Autalavou Tauefa, Principal Fisheries Officer/Advisory; Lorian Finau, Fisheries Officer, Offshore; Moli Amosa lakopo, Fisheries Officer, Offshore; Unity Roebeck, Principal Fisheries Officer, Offshore
		Lui Bell Junior, Fisheries Officer - National Observers Coordinator, Offshore Section
		Ulu Sapeti Tiitii, Principal Fisheries Officer, Inshore and Aquaculture Sections
	Secretariat of the Pacific Regional Environment Programme (SPREP)	Stuart Chape, Biodiversity and ecosystem management
		Tommy Moore, Global Oceans Observing System Officer
	Apia Export Fish Packers	John Luff, Director

Stakeholders consulted during Federated States of Micronesia site visit

Country	Organisation	Name and title
FSM	Western & Central Pacific Fisheries Commission (WCPFC)	Lara Manarangi-Trott, Compliance Manager
		Karl Staisch, WCPFC Regional Observer Programme Coordinator
		Sam Taufao, WCPFC IT Manager
	FSM National Government – Department of Resources and Development	Valentin Martin, Deputy Assistant Secretary, Marine Resources
		Alissa Takesy, Assistant Secretary
	Conservation Society of Pohnpei	Eugene Joseph, Director
	National Oceanic Resources Management Authority (NORMA) FSM National Government	Matthew Chigyal, Deputy Director
		Naiten Bradley Phillip Jr., Chief, Research Division
		Limanman Helgenberger, Chief, Management & Development

		Justino Helgen, VMS Compliance Manager
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Stakeholders consulted during Vanuatu site visit

Country	Organisation	Name and title
Vanuatu	Vanuatu Fisheries Department	Sompert Gereva, Manager Research & Aquaculture Section
		George Amos, Acting Principal Fisheries Development Officer
		William Naviti, Manager Compliance, Licensing and Enforcement Division / Acting Deputy Director, Fisheries
	SPC	Cecile Depuille, KfW Project and Finance Coordinator
	Vanuatu Maritime College	Richard Coleman, CEO

Other stakeholders consulted

Country	Organisation	Name and title
Vanuatu	SPC	Mia Rimon, Regional Coordinator, Melanesia (Skype)
	Vanuatu Fisheries Department	Kalo Pakoa, Director
Australia	Department of Foreign Affairs and Trade (DFAT), Pacific Fisheries and Oceans Program	Thomas Roth, Director
		Anh Thu Nguyen, Program Officer
	Australian National Centre for Ocean Resources and Security (ANCORS) in the University of Wollongong	Quentin Hanich, Associate Professor, Director, Fisheries Governance Research Program
FSM	WCPFC	Feleti Teo, Executive Director
Marshall Islands	Parties to the Nauru Agreement (PNA) Office	Sanga'alofa Clark, Policy Adviser
	Marshall Islands Marine Resources Authority (MIMRA)	Florence Edwards, Chief Fisheries Officer
		Berry Muller, Chief, Oceanic & Industrial Affairs, also Chair of WCPFC SC
		Sam Lanwi, Deputy Director
New Zealand	World Wildlife Fund	Alfred "Bubba" Cook, Western and Central Pacific Tuna Programme Manager
New Caledonia	Office of Regional Cooperation and External Relations, New Caledonia	Anne Claire Goarant, Senior Advisor for Multilateral Cooperation and Regional Organisation

Appendix 5 – PIF Interview Guide

Performance against FAME divisional objectives

1. How well do you feel FAME Division is performing against the following objectives?
 - i. Undertake data collection on the region's fisheries and marine ecosystems? (e.g. enhancing ecosystem, fisheries and biological data collection for key species).
 - ii. Provide fisheries data management services? (e.g. data acquisition, management & dissemination of findings, and the development of systems and tools for standardised data collection, management and reporting).
 - iii. Provide analyses and advice for evidence-based fisheries management? (e.g. the provision of a range of high quality analyses, models and advice regarding fisheries management (stock assessment, ecosystem, climate change, biodiversity, marine resource ecology and fisheries assessment), support the review of implementation of fisheries management legislation, policies and plans, and provide economic analyse and advice to inform decision-making).
 - iv. Support the sustainable development of aquaculture? (e.g. enhancing regional and national policy, planning, monitoring, surveillance, technical support and bio-security risks in the aquaculture sector).
 - v. Identify sustainable alternative livelihood options for nearshore fisheries? (e.g. development of small-scale subsistence and commercial fishing opportunities, improvement of fish handling practices and promotion of marine products, and support regarding post-disaster needs assessment in the fisheries and aquaculture sectors).
 - vi. Provide and facilitate access to fisheries information? (e.g. quality and relevance of information and knowledge products and knowledge translation, management and circulation).
 - vii. Support capacity development in fisheries and aquaculture among PICTs? (e.g. delivery and quality of vocational training in fisheries, and enhancing regional capacity in science, technology, data management, analysis and translation).

Leadership, direction and delivery

Vision, strategy and purpose

2. How clearly has FAME articulated its purpose, vision and strategy to staff and stakeholders? (e.g. internal staff, other SPC divisions, donors, NGOs and partners in the region)
3. How have you been involved/how does your work contribute to the FAME purpose, vision and strategy?

4. How well does FAME review and adapt its strategy and strategic directions to ensure they are well designed and able to respond to current and future challenges?

Leadership and governance

5. How well does the FAME Director and senior management provide leadership and direction for FAME? (prompt: to what extent does the leadership team share a coherent vision for the future with you/your country/ your agency/your service)
6. How (and how well) is change communicated and led by the FAME Director and senior management?
7. How does FAME support you in your role? (question for other SPC divisions, and partners' if applicable)

Culture and values

8. Does FAME promote a healthy organisational culture and encourage values and behaviours that support its strategic objectives? (prompt: if so, how? If not, why not/what are the main gaps?)
9. How is FAME's organisational culture and values communicated/promoted by the FAME Director and senior management?

Structure, roles and responsibilities

10. How well are the roles and responsibilities of staff in FAME defined and understood throughout SPC and the wider sector in the region?
11. How well does FAME's current organisational planning, systems and practices support the work you do?

Services, activities and operations

12. How well does FAME monitor its programs and achievements? (prompt: are there any gaps/areas for improvement?)
13. How well does FAME collect, analyse and disseminate relevant data and information for use by SPC staff, donors and partners in the region? (prompt: How do you use the data and information provided by FAME to improve service delivery?)
14. Does FAME deliver a quality service that meets the needs of SPC staff, donors, partners and Pacific communities? (If yes, how? If not, why not?)

External relationships

Engagement with PICTs

15. How well does FAME engage with, and provide leadership to PICTs (including member states, partners and NGOs)?
16. How are PICTs priorities and challenges represented through FAME's strategic direction and objectives?
17. How well are PICTs (including member states, partners and NGOs) included in the development of FAME priorities, strategies and programs? How does FAME facilitate these stakeholder voices/input?

Fisheries sector collaborations

18. How well does FAME engage and collaborate with the border Fisheries sector in the region? (prompt: how effective are these collaborations?)
19. How does FAME identify and work with potential partners in the Fisheries sector? (question for FAME staff) (prompt: How are these relationships/collaborations formed and maintained? How effective is this process?)

Collaborations and partnerships with stakeholders

20. How well does FAME engage with, and support, the SPC leadership team and other SPC units?
21. How well does FAME meet the needs of external stakeholders' (donors, member states, NGOs and partners in the region)? (prompt: are common interests demonstrated and built upon?)
22. How well does FAME engender shared ownership and collaboration with stakeholders?

People development

Leadership and workforce development

23. How well does FAME build its management, leadership and workforce development? (prompt: What strategies are in place to enhance leadership and workforce capability? How is training provided matched against staff needs?)
24. How well does FAME look after and support its employees? (prompt: working conditions, remuneration, administrative and management support, and training?)

Management of people performance

25. How well does FAME achieve alignment between individual and team/organisational strategic objectives?
26. How well does the senior management team and line managers encourage and support high performance and continual improvement among employees?

27. How well does FAME manage poor staff performance? (prompt: what systems, approaches are in place to manage staff performance?)

Engagement with staff

28. What approach does FAME take to ensure staff can meet job requirements (prompt: training, capacity building, data collection)?
29. How well are FAME staff supported in locations outside Suva and Noumea? What are the challenges these staff members face? (prompt: are they provided with continual supervision and support? Are they involved in decision-making processes that impact on the work that they do?)

Financial and resource

Asset and resource management

30. How well does FAME manage its budget and what process are in place to ensure financial integrity and security?
31. How well does FAME manage its assets and resources? (prompt: equipment such as computers, instruments and office supplies and furniture)
32. Are there any constraints around resourcing with FAME and how are these managed?

Information management

33. How well is data analysed, translated and disseminated by FAME for use by staff and stakeholders to inform and improve programs, service delivery and policy in the fisheries sector in the region? (prompt: are there other opportunities to share information, beyond what currently exists?)
34. How does FAME use evidence to inform decisions around future development of policy and programs?
35. How well are FAME's projects, strategies and outcomes communicated? (prompt: Are there particular communication challenges? How can these be overcome?)

Efficiency management

36. How efficiently does FAME respond to sector needs and distribute relevant information to stakeholders?

Risk management

37. How well does FAME manage potential risks and develop strategies to ensure sustainable sources of funding?

FAME's fitness for purpose today and for the future

38. How well does FAME respond to current priorities/challenges in the region? How well is FAME set up to respond to priorities/challenges in the region in the future? (prompt: key strength areas/areas requiring improvement?)
39. How effectively and efficiently do you think FAME is delivering on critical priorities across the region? (prompt: Do you see challenges in delivering these priorities?)
40. What key challenges or changes are likely in FAME's operating environment and role in the next three or four years, and how should FAME prepare for them? (prompt: main impediments to FAME meeting strategic objectives, what would a successful FAME look like in the future)
41. How well does FAME promote the participation of young people and women, and address gender equity issues in the fisheries sector?
42. How well does FAME respond to development issues such as global climate change and food security in the region?
43. How well does FAME respond to the needs of your country? (prompt: what capacity development is delivered in your country? What is required?)
44. What impact do you think your participation in the HoF meeting will have on the strategic direction of FAME now and in the future?
45. Any further comments or feedback?

Appendix 6 - Self-review Survey

Area	Element	Question	Question response options
Introduction	Staff background	1. In which programme area of FAME do you work?	<input type="checkbox"/> Director's Office <input type="checkbox"/> Coastal Fisheries Programme <input type="checkbox"/> Oceanic Fisheries Programme
		2. In your day-to-day work, are you required to manage FAME employees?	<input type="checkbox"/> Yes <input type="checkbox"/> No
		3. How long have you been employed in the FAME division of the SPC?	<input type="checkbox"/> Less than one year <input type="checkbox"/> 1 to 5 years <input type="checkbox"/> 5 to 10 years <input type="checkbox"/> More than 10 years
	Gender	4. What is your gender?	<input type="checkbox"/> Female <input type="checkbox"/> Male
Organisational Management – to what extent do you agree:			
Leadership, Direction and Delivery	Vision, Strategy and Purpose	<i>SPC's vision for FAME is that the fisheries resources of the Pacific are sustainably managed for economic growth, food security and environmental conservation.</i> 5. The vision, future direction and purpose of FAME is clearly articulated	<input type="checkbox"/> Agree strongly <input type="checkbox"/> Agree a little <input type="checkbox"/> Disagree a little <input type="checkbox"/> Disagree strongly Comment:
	Leadership and Governance	6. I have confidence in the direction and leadership provided by the senior management team (SMT) at FAME	<input type="checkbox"/> Agree strongly <input type="checkbox"/> Agree a little <input type="checkbox"/> Disagree a little <input type="checkbox"/> Disagree strongly

			Comment:
	Culture and Values	7. FAME promotes a positive organisational culture and values that support its strategic direction	<input type="checkbox"/> Agree strongly <input type="checkbox"/> Agree a little <input type="checkbox"/> Disagree a little <input type="checkbox"/> Disagree strongly Comment:
	Structure, Roles and Responsibilities	8. Clear systems and structures are in place to support the delivery of FAME's work 9. The roles and responsibilities of FAME staff are clearly defined and understood within the FAME division 10. The roles and responsibilities of FAME staff are clearly defined and understood throughout SPC	<input type="checkbox"/> Agree strongly <input type="checkbox"/> Agree a little <input type="checkbox"/> Disagree a little <input type="checkbox"/> Disagree strongly Comment:
	Review	11. FAME regularly monitors and reviews its policies and services to ensure that it is delivering intended results	<input type="checkbox"/> Agree strongly <input type="checkbox"/> Agree a little <input type="checkbox"/> Disagree a little <input type="checkbox"/> Disagree strongly Comment:
Stakeholder relationships	Collaboration and partnership with stakeholders	12. FAME effectively engages and collaborates with its stakeholders (FAME's stakeholders include members, national counterparts, partners and other participants or beneficiaries of FAME's work)	<input type="checkbox"/> Agree strongly <input type="checkbox"/> Agree a little <input type="checkbox"/> Disagree a little <input type="checkbox"/> Disagree strongly Comment:
	Experiences of the Public	13. FAME's stakeholders and members of the broader public have trust in FAME and its service quality	<input type="checkbox"/> Agree strongly <input type="checkbox"/> Agree a little <input type="checkbox"/> Disagree a little <input type="checkbox"/> Disagree strongly

			Comment:
	Sector Contribution	14. FAME effectively addresses the development priorities of its member countries and territories	<input type="checkbox"/> Agree strongly <input type="checkbox"/> Agree a little <input type="checkbox"/> Disagree a little <input type="checkbox"/> Disagree strongly Comment:
People Development	Management of People Performance	15. High performance is encouraged within the FAME division 16. Poor performance is identified and dealt with in the FAME division	<input type="checkbox"/> Agree strongly <input type="checkbox"/> Agree a little <input type="checkbox"/> Disagree a little <input type="checkbox"/> Disagree strongly Comment:
	Leadership and Workforce	17. FAME encourages and provides opportunities for staff training and professional development	<input type="checkbox"/> Agree strongly <input type="checkbox"/> Agree a little <input type="checkbox"/> Disagree a little <input type="checkbox"/> Disagree strongly <input type="checkbox"/> Comment:
	Engagement with Staff	18. FAME employees are highly committed and engaged in meeting FAME's objectives	<input type="checkbox"/> Agree strongly <input type="checkbox"/> Agree a little <input type="checkbox"/> Disagree a little <input type="checkbox"/> Disagree strongly Comment:
Financial and Resource Management	Information Management	19. FAME uses information technology (e.g. computer software and networks) to inform and improve service delivery	<input type="checkbox"/> Agree strongly <input type="checkbox"/> Agree a little <input type="checkbox"/> Disagree a little <input type="checkbox"/> Disagree strongly Comment:

	Efficiency	20. When considering service delivery options, FAME balances both cost-efficiency and service quality	<input type="checkbox"/> Agree strongly <input type="checkbox"/> Agree a little <input type="checkbox"/> Disagree a little <input type="checkbox"/> Disagree strongly Comment:
	Financial Management	21. FAME manages its budget well and ensures financial integrity across the division	<input type="checkbox"/> Agree strongly <input type="checkbox"/> Agree a little <input type="checkbox"/> Disagree a little <input type="checkbox"/> Disagree strongly Comment:
	Risk Management	22. Financial risks are forecasted and managed within FAME	<input type="checkbox"/> Agree strongly <input type="checkbox"/> Agree a little <input type="checkbox"/> Disagree a little <input type="checkbox"/> Disagree strongly Comment:
Fitness for purpose today and for the future	Responding to challenges	23. FAME effectively responds to current priorities / challenges in the region 24. FAME is well-equipped to respond to changing priorities and challenges in the future	<input type="checkbox"/> Agree strongly <input type="checkbox"/> Agree a little <input type="checkbox"/> Disagree a little <input type="checkbox"/> Disagree strongly Comment:
		25. What key challenges or changes are likely to arise for FAME in the next 3-4 years? 26. How should FAME prepare for these challenges?	Open-ended questions



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