

**SPC Division of Fisheries, Aquaculture and
Marine Ecosystems
Evaluation of DFAT Funding Support**

Department of Foreign Affairs and Trade

Final Report October 2023



Contents

1. Executive Summary	1
1.1 Findings	1
2. Introduction	3
3. Organisational Context	5
3.1 Organisation Profile and Programmes	5
3.2 Strategy, Priorities and Reporting	6
3.3 Funding Context	8
4. Appropriateness and Effectiveness	11
4.1 Appropriateness	11
4.2 Effectiveness	11
5. The Funding Mechanism	16
5.1 Available Funding Mechanisms	16
5.2 Comparative Analysis of Available Funding Mechanisms	17
5.3 Strengths and Weaknesses of Restricted Programme Funding	18
5.4 Improvements and Gaps	19
6. Other Donor Funding	21
6.1 SPC FAME Funding Sources	21
6.2 Complementing Donor Funds	22
6.3 Duplication of Donor Projects	23
7. Gender and Social Inclusion	25
7.1 Addressing GESI in SPC FAME Planning and Programming	25
7.2 Engagement and Participation	26
Appendix A: List of Stakeholders Consulted	29
Appendix B: SPC FAME's Program Logic	30

List of Tables

Table 1:	DFAT Contribution to SPC Income 2021-2023	9
Table 2:	DFAT Restricted Programme Funding to SPC Divisions 2021-2023	9
Table 3:	SPC FAME Income 2021-2023	10
Table 4:	SPC FAME Income by Donor 2021-2023.....	21
Table 5:	SPC FAME Staffing Profile 2019-2022	26
Table 6:	Participation in SPC FAME Training Programs 2022	27
Table 7:	Total Participation in SPC FAME Training Programs 2016-2022	27

List of Figures

Figure 1:	SPC FAME Organisation Chart	5
Figure 2:	Regional Architecture for Priority-Setting	7

List of Abbreviations

ACIAR	Australian Centre for International Agricultural Research
CFAP	Coastal Fisheries and Aquaculture Programme
CROP	Council of Regional Organisations of the Pacific
DFAT	Department of Foreign Affairs and Trade
ESMS	Environmental and social management system
FAD	Fish Aggregating Device
FAME	Division of Fisheries, Aquaculture and Marine Ecosystems
FFA	Pacific Islands Forum Fisheries Agency
GESI	Gender Equity and Social Inclusion
GoA	Government of Australia
HRSD	Division of Human Rights and Social Development
HoF	Heads of Fisheries meeting
MFAT	New Zealand Ministry of Foreign Affairs and Trade
ODA	Official Development Assistance
OECD	Organisation for Economic Cooperation and Development
OFP	Oceanic Fisheries Programme
PICTs	Pacific Island Countries and Territories
PIFP	Pacific Islands Fisheries Professionals
PMF	Programme Management Fees
PNA	Parties to the Nauru Agreement
SMA	Special Management Area
SPC	Pacific Community
WCPFC	Western and Central Pacific Fisheries Commission

1. Executive Summary

As a division of the Pacific Community (SPC), Fisheries, Aquaculture and Marine Ecosystems (SPC FAME) supports fisheries management and sustainable development in the Pacific through the provision of scientific and technical expertise to the region, to individual Pacific Island Countries and Territories (PICTs) and to regional bodies.

The Department of Foreign Affairs and Trade (DFAT) supports SPC FAME's core capacity and capability through both member contributions to SPC and direct programme funding. A significant proportion of member contributions is allocated to central services with the remainder allocated to science and technical divisions. The current agreement for programme funding to SPC FAME is for the period 2021-2023 and is flexible funding that is restricted to supporting the implementation of the SPC FAME Business Plan 2022-2027. In preparation for developing the funding arrangements from 2024 onwards, DFAT commissioned Sustineo to undertake an evaluation of its current programme funding support to SPC FAME. While the evaluation draws on results that SPC FAME has achieved with the support of DFAT programme funding, it is not an evaluation of SPC FAME's performance.

The evaluation assessed DFAT's support to SPC FAME against four questions in relation to:

- appropriateness and effectiveness of the funding
- strengths and weaknesses of the funding mechanism
- complementarity of the funding with other donor support to SPC FAME
- support for gender equity and social inclusion (GESI).

The approach included consultations with key stakeholders and review and analysis of documents including SPC strategic plan and SPC FAME business plan, SPC income reports and SPC FAME results reports.

1.1 Findings

Overall Findings

SPC FAME is well-regarded as a member-focussed, responsive and professional body. It is trusted for its scientific and technical expertise and its inclusive and collaborative approach to working with its partners: PICTs, regional organisations and donors. Its approach to planning, priority-setting and programming is clear, aligned with regional policy directions and member needs, and endorsed through a structured regional priority-setting and decision-making architecture. As a trusted partner, DFAT supports SPC FAME's goal '... that the fisheries and aquaculture resources of the Pacific region are resilient, and managed sustainably for economic growth, food security, and cultural and environmental conservation'. This goal aligns with the high-level objective in *Australia's International Development Policy 2023* to 'advance an Indo-Pacific that is peaceful, stable and prosperous'. Given that PICTs rely so heavily on fisheries for food

and economic security, this shared interest makes DFAT support for SPC FAME well-placed.

Appropriateness and Effectiveness

The programme funding mechanism is one of three mechanisms available to DFAT and is used with other SPC divisions. It provides for flexible use by SPC FAME with low administrative overheads compared to project funding and is appropriate for the intended purpose. DFAT's support to SPC FAME is also appropriate in the context of *Australia's International Development Policy 2023*.

DFAT's funding support has contributed, wholly or partially, to delivering on a range of key result areas in SPC FAME's business plan. This includes work to improve scientific understanding of tuna stocks, support for critical fisheries priority setting and decision-making meetings, and support for SPC FAME to provide technical support to PICTs – all of which directly contribute to ensuring Pacific fisheries and aquaculture resources are resilient and managed sustainably. This demonstrates that DFAT's program funding support to SPC FAME is effective in achieving results for the region that aligns with DFAT's development objectives.

The Funding Mechanism

The programme funding mechanism provides a number of advantages over the other available funding mechanisms. While the mechanism is working well there are some areas for improvement, which are addressed in the recommendations below.

Other Donor Funding

DFAT's programme funding complements other donor funding provided to SPC FAME in a number of ways, including providing SPC FAME with the capacity and capability to:

- 1) develop project concepts and fund specialist expertise where required to enhance the impact, reach and deliverables of specific projects; and
- 2) deliver specific stand-alone and important pieces of work requested by members in a timely manner, separate from other projects.

Coordination of donor funding is well-managed by SPC through formal and informal processes, though donor activity is seen to be increasing and needs to continue to be monitored.

Gender Equity and Social Inclusion (GESI)

SPC and its FAME team have a strong commitment to GESI principles, which are embedded in the organisation's practices and the subject of regular training. A number of the PICTs that SPC FAME works with have also adopted GESI principles at the national level. SPC FAME is proactive in encouraging and facilitating inclusive participation in its activities, minimising barriers to participation where possible and in reporting sex-disaggregated participation figures for its training programs and meetings.

Recommendations

1. DFAT consider using at least a four-year term for the next grant agreement to cover the period 2024-2027 to align with the current SPC FAME Business Plan term.
2. DFAT Pacific Fisheries and Maritime Section explore opportunities for closer linkages and coordination with DFAT's Pacific Regional Organisations and Governance team and with other relevant areas of DFAT to promote synergies across DFAT's programme and project funding in cross-cutting issues such as climate change and GESI.
3. DFAT to consider additional support to SPC FAME to address climate change impacts on fisheries in the region in the context of DFAT's broader climate change funding to the Pacific.
4. DFAT encourage SPC FAME to optimise opportunities to highlight and acknowledge DFAT's programme funding support for specific activities.
5. DFAT encourage SPC FAME to maintain a watching brief on the number and focus of prospective donor-funded projects in the region, particularly donors seeking to partner directly with PICTs, to minimise potential for duplication and contradiction.
6. DFAT consider exploring with SPC FAME opportunities to integrate gender equality throughout programs supported by DFAT's programme funding.

2. Introduction

DFAT has been a long-standing supporter of sustainable fisheries management in the Pacific and provides a range of funding support to regional organisations including SPC and the Pacific Islands Forum Fisheries Agency (FFA), as well as funding for specific projects. It provides ongoing funding support to SPC FAME to contribute to the core capacity and capability required for its role in improving sustainable fisheries management in the region. The current support totals AUD\$9 million for the period 2021-2023.

Purpose

In preparation for developing a new funding arrangement from 2024, DFAT commissioned Sustineo to evaluate its support to SPC FAME against four questions in relation to:

- appropriateness and effectiveness of the funding
- strengths and weaknesses of the funding mechanism
- complementarity of the funding with other donor support to SPC FAME
- support for gender equity and social inclusion (GESI).

Scope

While the term of DFAT's funding covers two SPC FAME business plan cycles (2016-2021 and 2022-2027), the evaluation focuses primarily on the 2022-27 business plan while including results from 2021 (during the previous business plan period).

While the evaluation draws on the results achieved by SPC FAME with the funding support provided by DFAT, it is not an evaluation of SPC FAME or its performance.

Approach

The evaluation used a mixed-methods approach comprising document review and analysis and consultation with key stakeholders identified with DFAT and SPC FAME. A list of stakeholders consulted for the evaluation is attached as Appendix A. Consultations were conducted remotely and guided by a semi-structured interview format based on evaluation questions for each of the four areas of enquiry listed above. The full evaluation questions are included in each section of the report discussing the findings against each question.

Limitations

As DFAT's support to SPC FAME is provided as flexible funding with 'light touch' reporting, a detailed breakdown of the allocation of funds to specific activities is not available. Information provided on the activities funded by DFAT's support is drawn from both SPC FAME's results reports and consultations with SPC FAME staff and is not a full and detailed representation of all activities, due to the number of activities that DFAT's funding supports and that 2023 results information is not yet available. In addition, as these activities may also be supported by other donors, DFAT's funding may make a full or partial contribution to these activities.

The report includes information on income sources for SPC and SPC FAME drawn from SPC budget documents for each year of the funding. While figures for 2021 and 2022 are final (and actual), figures for 2023 are budgeted (proposed).

Structure of the Report

Discussion of SPC FAME's role, approach to planning and programming and funding context is provided in Section 3 (Organisational Context). Discussion of the evaluation findings in relation to each evaluation question are discussed in separate sections as follows:

- 4 Appropriateness and Effectiveness (Evaluation Question 1)
- 5 The Funding Mechanism (Evaluation Question 2)
- 6 Other Donor Funding (Evaluation Question 3)
- 7 Gender Equity and Social Inclusion (Evaluation Question 4).

3. Organisational Context

SPC FAME is a division of SPC and supports fisheries management and sustainable development in the Pacific through the provision of scientific and technical expertise to the region, to individual or groups of PICTs and to regional bodies.

Specifically, this includes:

- generating scientific evidence and knowledge and innovation
- building individual and institutional capacity
- working in partnership with stakeholders to support sustainable management of fisheries and aquaculture resources.

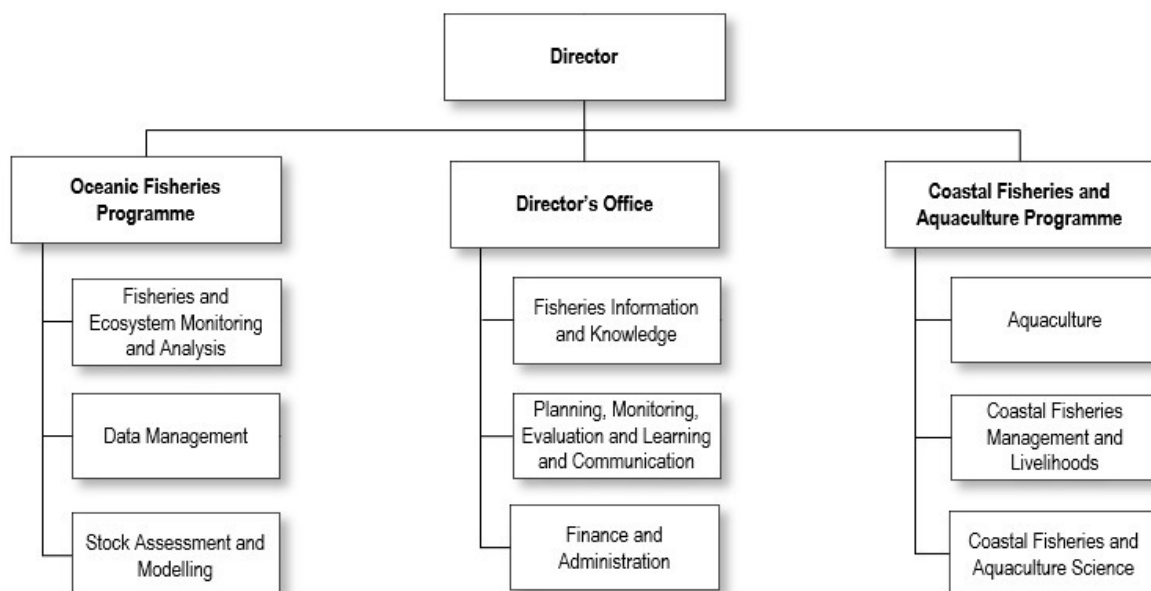
3.1 Organisation Profile and Programmes

SPC FAME has nearly 150 staff, most of whom are located in New Caledonia, and its work is based around two programmes:

- Oceanic Fisheries Programme (OFP)
- Coastal Fisheries and Aquaculture Programme (CFAP).

In addition, the Director’s Office supports the two programmes through the provision of strategic direction, across SPC integration, information management, communication, planning and monitoring, evaluation and learning. SPC FAME’s organisational structure is illustrated in Figure 1 below.

Figure 1: SPC FAME Organisation Chart



3.2 Strategy, Priorities and Reporting

DFAT's programme funding is directed at supporting the implementation of SPC FAME's business plan. The current business plan is for the period 2022-2027. The business plan is the result of a comprehensive process that identifies needs in close consultation with members and aligns divisional planning with SPC's strategic planning as well as key policy directions for the region.

Strategic Direction

SPC FAME's business plan is aligned with the *SPC Strategic Plan 2022-2031* and informed by members' priorities which are articulated in two key regional policy frameworks:

- *Future of fisheries: A regional roadmap for sustainable Pacific fisheries* (which informs both the Oceanic Fisheries Programme and the Coastal Fisheries and Aquaculture Programme)
- *New song for coastal fisheries – pathways to change: The Noumea strategy* (which informs the Coastal Fisheries and Aquaculture Programme).

In addition, the business plan is aligned with the long-term aspirations for the region articulated in *2050 Strategy for the Blue Pacific Continent*.

Priorities

In implementing its business plan, SPC FAME sets future programming priorities for the region in consultation with two key stakeholder forums that it convenes:

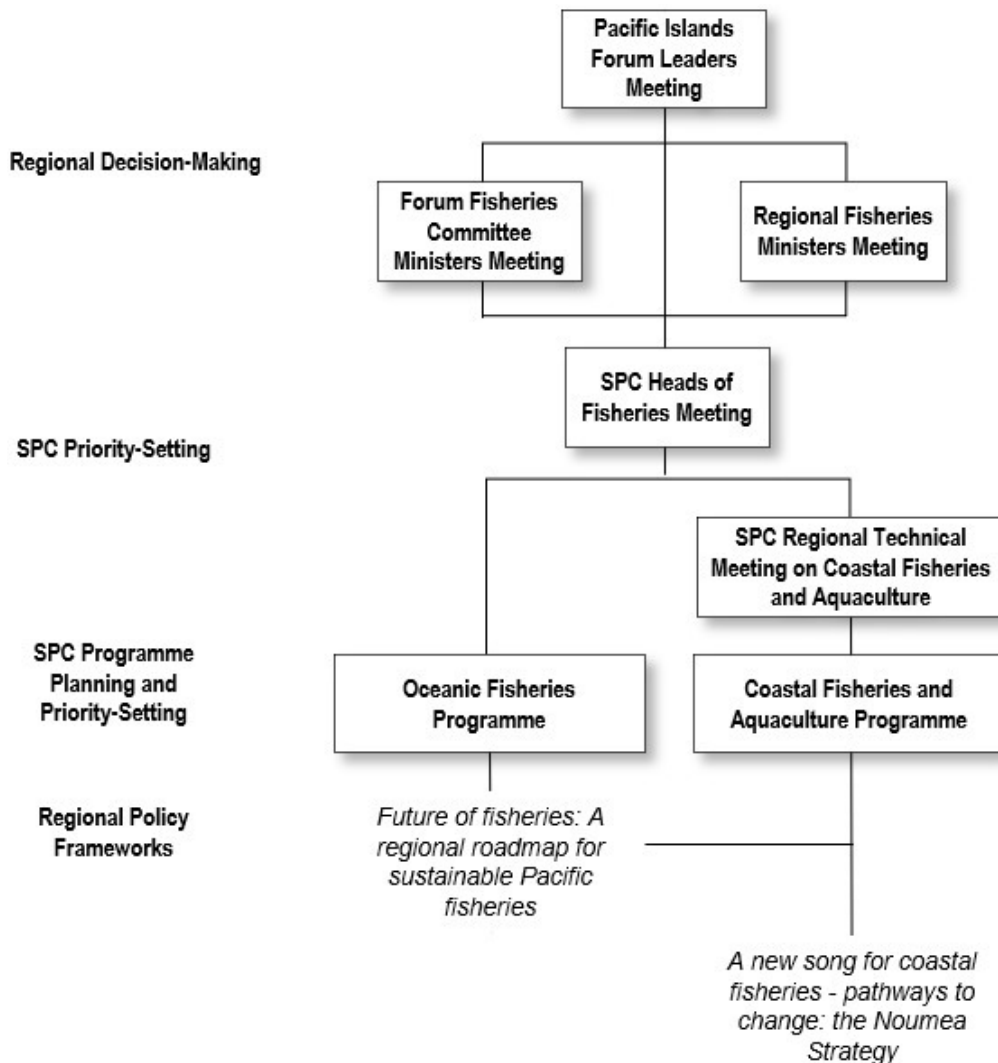
- Regional Technical Meeting on Coastal Fisheries and Aquaculture, and the associated Community-Based Fisheries Dialogue
- SPC Heads of Fisheries (HoF) Meeting.

Priorities and outcomes identified through these meetings then feed into the decision-making processes of key regional bodies:

- Regional Fisheries Ministers Meeting (focused on coastal fisheries issues)
- Forum Fisheries Committee Ministers Meeting (focused on offshore fisheries issues)
- Pacific Islands Forum Leaders Meeting.

The key elements of the regional architecture for priority-setting are shown in Figure 2 on the next page. The diagrammatic representation is generalised and simplified for illustrative purposes and does not include elements such as feedback loops to SPC and SPC FAME strategic and business plans, or the inputs of other key regional bodies such as the FFA, Parties to the Nauru Agreement (PNA), and the Western and Central Pacific Fisheries Commission (WCPFC).

Figure 2: Regional Architecture for Priority-Setting



Progress in implementing the regional roadmap is reported annually to Leaders each year through the Coastal Fisheries Report Card and the Tuna Fishery Report Card, which also informs the standing agenda item on fisheries at the annual Pacific Islands Forum Leaders’ Meeting.

Theory of Change

SPC FAME’s approach to planning is guided by its Theory of Change (also referred to as Program Logic) and links to SPC’s Theory of Change, which are attached as Appendix B. SPC FAME’s Theory of Change identifies key elements of its planning and programming, including the high level logic pathway for achieving SPC FAME’s planned results and its links to SPC Strategic Plan. As both SPC FAME’s and SPC’s Theory of Change are high-level representations, and SPC FAME’s work is multifaceted, it is difficult for SPC FAME’s Theory of Change to depict how change occurs in detail – the causal relationships between SPC FAME’s activities and outputs and the outcomes and impacts it is seeking to achieve.

Reporting

SPC FAME measures and reports progress in its business plan implementation against the results framework for the business plan. The results framework captures evidence of progress in relation to activities undertaken in the Key Result Areas for each of the seven business plan objectives. In 2017, SPC FAME shifted focus from reporting on outputs, to reporting more on outcomes, as endorsed by the 10th SPC Heads of Fisheries Meeting.

Progress against the results framework is reported at a number of levels, including:

- within the *SPC Annual Results Report*
- to the Annual SPC Heads of Fisheries Meetings
- to DFAT's Pacific Fisheries and Maritime Section.

3.3 Funding Context

SPC and SPC FAME derive their income from a wide range of funders and through a variety of funding mechanisms.

DFAT Funding to SPC

DFAT provides annual funding to SPC and its divisions through three funding mechanisms:

- member contributions (including both assessed contributions and voluntary contributions) which is then allocated across SPC central services and technical divisions as core funding
- programme funding to divisions which is solely restricted to use for any business plan activities
- project funding which is restricted to use for specific deliverables and often restricted to particular PICTs.

DFAT is a significant funder of SPC - in 2023, DFAT's funding to SPC and its divisions totalled EUR27.7 million which represented 24.3% of SPC's total income. The breakdown of DFAT's funding to SPC over the period 2021-2023 is shown in Table 1. The Australian Centre for International Agricultural Research (ACIAR) also provided programme and project funding over this period, which is not included with these figures.

The largest funder of SPC in 2023 was the European Union which provided EUR28.9 million in project funding representing 25.4% of SPC's total income, while the other major funder was the New Zealand Ministry of Foreign Affairs and Trade (MFAT) which provided EUR18.2 million (15.9%) in member, programme and project funding.

Table 1: DFAT Contribution to SPC Income 2021-2023 (EUR)

Income Source	2021	2022	2023
DFAT Member Contributions - Assessed	2,681,600	2,681,600	2,681,600
DFAT Member Contributions - Voluntary	6,018,400	6,111,900	6,197,000
DFAT Member Contributions - Total	8,700,000	8,793,500	8,878,600
DFAT Restricted Programme Funding	5,947,900	11,714,400	13,959,400
DFAT Restricted Project Funding	4,358,600	5,092,600	4,894,100
Total DFAT Funding	19,006,500	25,600,500	27,732,100
Total SPC Income from all sources	82,351,100	101,730,300	113,999,700
DFAT Funding as a % of all SPC Income	23.1%	25.2%	24.3%

Source: SPC Budget, 2021, 2022, 2023

Of the three funding mechanisms used by DFAT, restricted programme funding was the largest in 2023 – EUR13.9 million which was 50.3% of DFAT’s total funding to SPC. DFAT’s provision of restricted programme funding to SPC divisions has grown significantly in recent years, increasing from EUR7.8 million in 2021 to EUR13.9 million in 2023. SPC FAME was one of five SPC divisions in receipt of DFAT restricted programme funding in 2023. DFAT’s provision of restricted programme funding to SPC divisions in the period 2021-2023 is detailed in Table 2 below.

Table 2: DFAT Restricted Programme Funding to SPC Divisions 2021-2023

Division	2021	2022	2023
Educational Quality and Assessment Programme (EQAP)	1,964,100	2,627,900	2,453,500
Fisheries, Aquaculture and Maritime Ecosystems (FAME)	1,642,900	2,350,500	2,224,200
Geosciences, Energy and Maritime (GEM)	170,400	415,800	485,000
Land Resources Division (LRD)	0	0	0
Public Health Division (PHD)	1,885,400	2,845,400	3,695,300
Human Rights and Social Development Division (HRSD)	0	2,639,600	5,101,400
Statistics for Development Division (SDD)	285,100	835,200	0
Climate Change and Environmental Sustainability Division (CCES)	0	0	0
Total	7,833,300	11,714,400	13,959,400
DFAT funding to FAME as a % of total DFAT funding	21.0%	20.1%	15.9%

Source: SPC Budget, 2021, 2022, 2023

SPC FAME’s Income Sources

In 2023 SPC FAME had budgeted income of EUR21.5 million (AUD 36.2 million), which comprised:

- core funding (from member contributions)

- restricted programme funding
- restricted project funding.

The revised 2023 budget is not yet available but is expected to increase to approximately EUR26 million.

Project funding is the largest source of income for SPC FAME in the last three years and in 2023 represented 72.4% of its total income. The breakdown of SPC FAME's 2021-2023 income by source is shown in Table 3 below, indicating relatively similar income levels in 2021 and 2022 of over EUR18 million, while in 2023 SPC FAME's income grew to EUR21.5 million due largely to increased project income. In 2023, DFAT's annual restricted programme funding to SPC FAME of EUR2.2 million represented 10.3% of SPC FAME's annual income. Note that these figures and the table below is based on the 2023 budgeted financial statement rather than the 2023 revised financial statement (not yet available).

Table 3: SPC FAME Income 2021-2023 (EUR)

Type	2021	2022	2023	2023 (%)
Unrestricted (Core)	2,308,700	2,614,500	2,878,100	13.4
Restricted Programme	2,326,100	3,253,800	3,063,100	14.2
Restricted Project	10,947,900	15,005,600	15,549,800	72.4
Total	15,582,700	20,873,900	21,491,000	100.0

Source: SPC Budget, 2021, 2022, 2023

SPC FAME is heavily reliant on donor project income (72.4 % in 2023), which does present some risks and challenges. Project donor income is discussed in detail in Section 6.

4. Appropriateness and Effectiveness

Evaluation Question 1

How appropriate is Australia's funding mechanism to support the sustainable management of regional and national fisheries resources for economic growth, food security and environmental conservation in the Pacific.

a. How effectively has Australia's core funding support to SPC FAME provided since the start of 2021 contributed to achieving the objectives of SPC FAME's Business Plan 2022-2027?

4.1 Appropriateness

Appropriateness refers to the **suitability** of the funding mechanism for the purpose or context.

SPC FAME's goal is that the fisheries and aquaculture resources of the Pacific region are resilient and managed sustainably for economic growth, food security, and cultural and environmental conservation. This aligns with DFAT's development program objective, as defined in *Australia's International Development Policy 2023*, to advance an Indo-Pacific region that is peaceful, stable and prosperous. DFAT's development policy also focuses on building resilient states, promoting strong regional architecture, and in taking action on global challenges such as climate change.

Given that PICTs rely so heavily on fisheries for food and economic security, and SPC forms an integral part of Pacific regional architecture, being one of 9 Council of Regional Organisations of the Pacific (CROP) agencies, these direct links to DFAT's development goals makes DFAT support for SPC FAME appropriate for this purpose.

Section 5 (*The Funding Mechanism*) provides an analysis of the three funding mechanisms available to DFAT and concludes that the restricted programme funding mechanism is the most appropriate of the three for the purpose, and has a number of advantages over the other funding mechanisms.

4.2 Effectiveness

Effectiveness is one of the Organisation for Economic Cooperation and Development's (OECD's) six evaluation criteria and refers to the extent to which the intervention achieved, or is expected to achieve, its objectives and its results. DFAT's programme funding is used by SPC FAME to support a range of activities in SPC FAME's business plan, and these activities are often supported by other donors. As a result, DFAT's funding contributes to the implementation of these activities either fully or partially. To demonstrate the effectiveness of DFAT's funding in contributing to SPC FAME's business plan, a range of activities and their results are described below. It should be noted that a detailed breakdown of the use of DFAT's funding for specific SPC FAME activities is not available. As SPC FAME delivers a wide range of activities, this description is generalised and high-level, and not necessarily exhaustive. The description below is drawn from SPC FAME's results reports for activities funded by

programme funding (provided by both DFAT and MFAT) as well as activities cited in consultations with SPC FAME staff.

Regional Fisheries Meetings

With DFAT's support, SPC FAME organised and facilitated three regional meetings:

- Regional Fisheries Ministers Meeting
- SPC HoF Meeting
- Regional Technical Meeting on Coastal Fisheries and Aquaculture and Community-based Fisheries Dialogue.

These meetings are critical to the management of fisheries in the region as they form part of the region's priority-setting and decision-making architecture. They also facilitate broader engagement with members, non-state actors, CROP agencies and stakeholders and assist with coordination of donor activities.

Development of Fisheries Knowledge, Standards and Techniques

DFAT's programme funding contributes to SPC FAME's capacity and capability in undertaking research, analysis and development that generates new knowledge and approaches. DFAT's programme support for SPC FAME either fully or partially funds positions that have produced a number of results, including:

- building a better understanding of tuna biology
- enhancing data collection techniques, for example using photos and enhanced tablet applications for small-scale fisheries catch monitoring that use artificial intelligence to semi-automatise data entry
- improving data standards, monitoring and auditing for regional tuna fisheries.

A number of these developments are highly innovative and lead to new knowledge and techniques.

Tuna Individual-Based Model

DFAT's programme funding currently funds the position of SPC FAME's Senior Fisheries Scientist, Statistical Modelling, who has developed an Individual-Based Model of tuna behaviour, in contrast to the conventional ocean basin-wide approach, to track individual tuna and groups. This model includes interactions with other tuna, fish aggregating devices (FADs) and prey and offers an improved interpretation of catch and other data to understand tuna behaviour and inform fisheries management strategies. The approach has been endorsed by the WCPFC.

Production of Scientific, Technical other Publications

SPC FAME produces a wide range of publications including regional policy frameworks, scientific and technical reports, peer-reviewed scientific articles, policy briefs, manuals and handbooks and information products. While it is not possible to directly attribute the development of specific titles to DFAT's programme funding, it does contribute to SPC FAME's capacity and capability to develop these products.

Strengthening of National Fisheries Management Arrangements

SPC FAME supports PICTs to strengthen their national fisheries management arrangements by reviewing and drafting policies, management plans, legislation and regulations, and training national fisheries officers and communities in monitoring, control, surveillance and enforcement activities. For example, SPC FAME:

- revised Tonga's Tuna Management Plan and developed its Coastal Fisheries Management Plan
- supported development of Vanuatu's National Aquaculture development and management strategy, National FAD Strategic Development Plan, Fisheries Department Disaster Risk Management and Standard Operating Procedures
- supported the development of aquatic biosecurity plans for Kiribati, Marshall Islands, Papua New Guinea, Samoa and Solomon Islands
- supported Solomon Islands to develop a sea cucumber and a national fisheries compliance strategy
- supported Nauru to develop their coastal fisheries regulations
- supported Federated States of Micronesia with its aquaculture legislation
- hosted the Pacific Islands Fisheries Professionals (secondment) programme.

These activities are integral to improving fisheries management in the region and supported by DFAT's programme funding.

Production of Best Practice and Training Manuals

SPC FAME supports PICTs by producing guides and manuals on specific practices, including:

- handbook on nearshore fishing techniques
- small-scale fisheries and nearshore/inshore FAD best practices and training manuals
- Pacific handbooks on gender equity and social inclusion in both coastal fisheries and aquaculture, and in the tuna industry.

Development of Regional Strategies and Frameworks

Regional strategies and frameworks guide priorities and investment across the region. Recent regional documents produced by SPC FAME are:

- Pacific Framework for Action on Scaling up Community-based Fisheries Management: 2021–2025
- Pacific Regional Aquaculture Strategy (under development)
- SPC Fisheries Data Policy
- Regional Aquatic Biosecurity Framework.

Technical Support and Capability Development

SPC FAME provides technical assistance to PICTs and enterprises to support the development of fisheries management practices, including technical advice, training, site assessment and deployment of equipment. DFAT's programme funding contributes in part to these activities. Examples include:

- assisting PICTs with the deployment of FADs including site assessment, procurement and training
- training on a number of topics including business skills, data collection (and surveys) and analysis, and a range of other topics (Table 6 provides information on participation in SPC FAME training programs).

SPC FAME's technical support is also focussed on producing alternative commodities to improve food security and livelihoods. To date, SPC FAME has identified four novel aquaculture species as viable for production in the Pacific – freshwater eels, pearl meat oysters, mangrove oysters and Artemia brine-shrimp. SPC FAME is reviewing other species whose viability is not yet proven – seaweeds, freshwater prawns, mud crab, shrimp, milkfish, Silver Lip Pearl Oysters and Rock Oysters. SPC FAME has supported some PICTs develop alternatives commodities, including:

- Nauru – support with Diamond back and loligo squid fishing skills, FAD fabrication and deployment.
- Tonga – support with small scale fishing operations and squid fishing and edible seaweed production for local consumption (the latter as a COVID-19 pivot away from luxury lotion products for export)
- Fiji – pearl meat farming (see box below).

Pearl Meat Farming, Fiji

SPC FAME supported the Va'ulele community in Savusavu in their development of a pearl meat farm by providing technical assistance and training. Pearl meat is harvestable within 1½ years and is a high-end seafood used in Fiji's tourism and hospitality sector with potential for export and can provide a new source of income for the community as well as roles for both men and women. In addition, the growing of oysters on long lines attracts fish species which can also improve food security and livelihoods for the community.

SPC FAME (supported by DFAT's programme funding) assisted the farm to develop cultivation and harvesting practices appropriate to this new form of pearl production.

Responding to Member Requests for Assistance

SPC FAME relies on its baseload capacity and capability to respond to specific requests from members, as project resources cannot usually be used for this. Examples include the technical assistance referred to above, fisheries data and assistance in responding to emergencies (see below).

DFAT's funding support has been used to implement a request tracking system to enable SPC FAME to track member requests and progress in following up. As of March 2023, 40 member requests were received, with 25% complete and 55% in progress.

DFAT's programme funding contributes to SPC FAME's emergency response capacity and capability, including providing post-emergency advice and assistance to PICTs such as an assessment of COVID-19 socio-economic impacts on Special Management Area (SMA) households in Tonga, post-cyclone assessments for Fiji and Vanuatu and post-tsunami advice for Tonga.

Tonga Eruption and Tsunami 2021

Following a volcanic eruption on Hunga Tonga–Hunga Ha'apai that began in December 2021 and was followed by a tsunami, SPC FAME was requested to provide advice and support to Tonga's Ministry of Fisheries, particularly as volcanic ash had covered the reef. SPC FAME provided advice on nearshore fishing of pelagic species which fast-tracked SPC FAME's development of a handbook for the region.

5. The Funding Mechanism

Evaluation Question 2

What are the key strengths and limitations of Australia's core funding mechanism in assisting Pacific Island Countries to achieve the objectives of SPC FAME's Business Plan 2022-2027?

- a. Are there any improvements that could be made or significant gaps in how Australia delivers funding to SPC FAME?

5.1 Available Funding Mechanisms

Three funding mechanisms are available to DFAT to provide funding support to SPC FAME and these are described below.

Member Contributions

SPC receives member contributions from PICTs (Island Members) and Australia, New Zealand, France, UK and USA (Metropolitan Members) which include both assessed contributions and voluntary contributions. In 2023 member contributions totalled EUR16.6 million and Australia's member contribution was EUR8.8 million, which represented 53.0% of total member contributions to SPC.

In 2023, SPC FAME's income from member contributions was EUR2.9 million which represented 16.6% of total member contributions. This income is allocated to SPC FAME as core funding. Given that Australia provides over 50% of SPC's member contributions, it can be assumed that over half of SPC FAME's core funding allocation from member contributions (approximately EUR1.5 million) is derived from Australia's member contribution.

SPC FAME core funding also includes programme management fees (PMF) which is officially 15% of programme and project funding that is allocated from these funds to core funding. In 2023, SPC FAME is expected to generate EUR2.3 million in PMF. Taking PMF into account, Australia's contribution to SPC core funding is around 25%.

It should also be noted that core funding to divisions is not fixed and can fluctuate based on SPC priorities and the needs of other divisions.

Restricted Programme Funding

In 2023 SPC divisions received restricted programme funding from DFAT, MFAT, Sweden and ACIAR (Sweden was not a contributor to SPC FAME). It is a flexible though 'restricted' funding mechanism in that:

- it is **flexible** as it is able to be used at the division's discretion and not targeted by the donor for specific activities, issues or priorities
- it is **restricted** to the implementation of the division's business plan.

During the period 2021-2023, restricted programme funding has been provided to SPC FAME by DFAT, MFAT and ACIAR. While the ACIAR funding is categorised as restricted programme funding, it has specific outcomes and is similar to restricted project funding.

Restricted Project Funding

SPC divisions receive project funding from a range of donors for projects. This is restricted funding in that funds can only be used to meet the specific objectives of the relevant project.

5.2 Comparative Analysis of Available Funding Mechanisms

Each of the three funding mechanisms offer advantages and disadvantages as funding mechanism for supporting the implementation of SPC FAME's business plan.

Member Contributions

Increasing DFAT's voluntary member contribution may offer an administratively simpler means to direct funding support to SPC FAME (for both DFAT and for SPC FAME), would likely to be preferred by SPC and may provide SPC FAME with a level of continuity of resourcing, however there are a number of disadvantages, including:

- as the additional funds are added to the total pool of member contributions and allocated to divisions by SPC, the actual funds received by SPC FAME will be diluted and not guaranteed
- SPC FAME's PMF (and core funding) will be reduced as it does not apply to member contributions
- the funding mechanism is relatively passive, in that it does not provide an opportunity for DFAT to engage with SPC FAME around the use of the funds.

Restricted Programme Funding

Currently DFAT's restricted programme funding for SPC FAME is facilitated by a grant covering the period 2021-2023. Though it has specific administrative and reporting requirements for both DFAT and SPC FAME, these are not seen to be as onerous as the restricted project funding mechanism as they utilise existing reporting mechanisms, and provide a number of advantages including:

- restricting funding to supporting business plan implementation reduces the risk to DFAT in relation to use of funds for non-FAME activities by SPC FAME
- enabling support to be provided to all SPC PICTs
- the flexible nature of funding enables SPC FAME to respond to changing or emerging needs and to course-correct without amending the funding agreement
- the mechanism provides SPC FAME with a level of continuity of resourcing
- the mechanism provides opportunities for close engagement with SPC FAME.

Like member contributions, the restricted programme funding arrangements with SPC FAME do not enable DFAT to target the funding at specific activities, as they rely on the relevance and robustness of the business plan priorities. This may be a disadvantage should DFAT wish to progress specific policy objectives not covered by the business plan. However, as the funding mechanism also enables a strong and close relationship between DFAT and SPC FAME, this potential disadvantage can be ameliorated through the continuous engagement and reporting that the mechanism facilitates.

Restricted Project Funding

While restricted project funding provides the advantage of enabling DFAT to address specific objectives and deliverables, and builds SPC FAME's capacity and capability, albeit in the short-term, there are a number of disadvantages, including:

- the significant investment required of both DFAT and SPC FAME in developing project concepts and proposals, and in contracting, reporting and acquitting
- support is limited to Official Development Assistance (ODA) eligible countries rather than all SPC PICTs
- limited flexibility in adapting projects to changing needs and contexts
- reliance on project funding presents challenges for SPC FAME in continuity of resourcing.

While project funding is suitable for specific objectives and deliverables, it is not well suited to supporting the implementation of SPC FAME's business plan and supporting all of SPC's PICT members.

Appropriateness

On balance, the restricted programme funding mechanism is the most appropriate mechanism for DFAT to directly support the implementation of SPC FAME's business plan.

5.3 Strengths and Weaknesses of Restricted Programme Funding

Overall, stakeholders consulted for this evaluation were very positive about the restricted programme funding mechanism.

Key Strengths

The **flexibility** of the funding mechanism is one of its key strengths. This was highlighted during COVID-19 when SPC FAME's operations needed to pivot, and the flexible nature of the funding mechanism enabled SPC FAME to redirect resources. This is in contrast to project funding which require some time and effort to vary approaches.

The mechanism adopts a 'light touch' approach in relation to SPC FAME's **reporting** against the funding, which minimises the administrative burden for SPC and DFAT and which includes utilisation of existing SPC reporting arrangements through SPC FAME's contribution to SPC's *Annual Results Report*. This is supplemented by mid-year and

end-of-year oral reports. In addition, SPC FAME and DFAT hold informal fortnightly briefings on progress. As well as a key reporting mechanism, these informal discussions are seen to strengthen the quality of the relationship between SPC FAME and DFAT.

DFAT's longstanding commitment to supporting SPC FAME using this funding mechanism makes a significant contribution to SPC FAME's **continuity of resourcing**, which balances its heavy reliance on donor project funding. In addition to continuity, the funding mechanism is vital to maintaining SPC FAME's baseload capacity and capability.

A key part of this continuity of resourcing is the capacity and capability to forge strategic relationships over time (which take time) that are important for progressing cross-cutting agendas such as climate change and GESI.

Key Weaknesses

The main weakness of the restricted programme mechanism is the use of a **three-year term**, although the grant does provide for a two-year extension. Given that the funding mechanism does contribute to continuity of resourcing, and that MFAT's restricted programme funding uses a five-year term, there is some merit in considering a longer term. A longer term will provide greater certainty of resourcing for SPC FAME and is unlikely to impose any constraints on DFAT.

Recommendation 1

DFAT consider using at least a four-year term for the next grant agreement to cover the period 2024-2027 to align with the current SPC FAME Business Plan term.

While the **level of funding** is appreciated, and SPC FAME is able to supplement its resources with project funding, increased funding would enable SPC FAME to increase its focus on proactive work, such as addressing emerging priorities like climate change, to 'seed' new concepts and approaches, to invest in the development of project concepts for future donor funding and to target specific objectives which are also priorities for DFAT such as GESI.

Restricted programme funding does present some challenges in representing the **allocation of donor funding to specific activities** and results, and the source of funding is not readily visible to stakeholders. Although this evaluation has been able to extract general information on use of funds through examination of the *SPC FAME Results Against the Results Framework* and consultations with SPC FAME staff, this has not included details about funding allocations to specific activities.

There are challenges resulting from SPC's use of calendar year budgeting and DFAT's use of financial year budgeting, although these appear to be manageable.

5.4 Improvements and Gaps

DFAT's restricted programme funding is used with other SPC divisions and is a proven mode of funding. It is valued by SPC FAME and provides necessary support in the

implementation of its business plan. Apart from the three-year term, there are no identified improvements to the way in which funding is delivered to SPC FAME. The flexibility of the funding mechanism enables SPC FAME to address gaps and respond to emerging needs.

There are however some opportunities for DFAT to optimise the value of its programme funding to SPC FAME under the *Partnership between the Pacific Community (SPC) and the Government of Australia (GoA) 2014-2023* (Partnership Agreement). Currently DFAT provides programme funding to five SPC divisions and the use of the programme funding mechanism may benefit from greater coordination across DFAT to address potential gaps in progressing DFAT priorities such as climate change and GESI, as well as potential overlaps and synergies.

Recommendation 2

DFAT Pacific Fisheries and Maritime Section explore opportunities for closer linkages and coordination with DFAT's Pacific Regional Organisations and Governance team and with other relevant areas of DFAT to promote synergies across DFAT's programme and project funding in cross-cutting issues such as climate change and GESI.

Climate change is an emerging priority and cross-cutting area for DFAT, is a priority in *Australia's International Development Policy 2023* and for SPC FAME, however SPC's Climate Change and Environmental Sustainability division does not receive DFAT programme or project funding.

As the climate change impacts on fisheries are emerging this is an area to be monitored for future potential increased support, taking into consideration SPC FAME's future climate change programming, the work of other CROP agencies in this space and other DFAT support for climate change adaptation across the Pacific.

Recommendation 3

DFAT to consider additional support to SPC FAME to address climate change impacts on fisheries in the region in the context of DFAT's broader climate change funding to the Pacific.

The simplified requirement for reporting on programme funding limits the availability of detailed information on the allocation of funding to specific activities. Outside of SPC FAME, stakeholders consulted for this review did not have complete visibility of DFAT's funding support for specific activities, although SPC FAME does acknowledge funding support where feasible and appropriate.

Recommendation 4

DFAT encourage SPC FAME to optimise opportunities to highlight and acknowledge DFAT's programme funding support for specific activities.

6. Other Donor Funding

Evaluation Question 3

To what extent does Australia's current support to SPC FAME complement other funding support to SPC FAME?

- a. Are there areas that duplicate or contradict other funding support that could be reconciled?

6.1 SPC FAME Funding Sources

SPC FAME's income is provided by donors in each of its three income categories:

- Core funding – members (PICTs as well as Australia, NZ, France, UK and USA)
- Programme funding – DFAT, ACIAR and MFAT
- Project Funding – a range of development partners.

The breakdown of SPC FAME's 2021-2023 income by donor is shown in Table 4 below.

Table 4: SPC FAME Income by Donor 2021-2023 (EUR)

Type	Donor	2021	2022	2023	2023 (%)
Core	Members and PMF	2,308,700	2,614,500	2,878,100	12.8
Programme	ACIAR	147,200	229,100	129,700	0.6
Programme	Australia (DFAT)	1,642,900	2,350,500	2,224,200	9.9
Programme	New Zealand (MFAT)	536,000	674,200	709,200	3.2
Programme	Total	2,326,100	3,253,800	3,063,100	13.7
Project	European Union	3,037,600	5,161,100	5,489,800	24.5
Project	Australia	70,600	22,433	923,848	4.1
Project	New Zealand	3,226,900	3,861,700	3,734,700	16.7
Project	USAID	613,100	1,115,700	1,156,100	5.2
Project	WCPFC	2,749,900	3,612,100	3,346,300	14.9
Project	Forum Fisheries Agency	880,000	1,064,500	1,085,800	4.8
Project	Ministere des Armes, France	48,900	113,300	188,100	0.8
Project	CIF		141,600	272,800	1.2
Project	ISSF	132,700	23,100		0.0
Project	Multi	130,500	15,400		0.0
Project	Other	57,700	126,100	276,200	1.2
Project	Total	10,947,900	15,005,600	16,473,648	73.5
Income	Total	15,582,700	20,896,333	22,414,848	100.0

Source: SPC Budget, 2021, 2022, 2023

‘Other’ project funding refers to very small funding amounts which are grouped together and ‘Multi’ project funding refers to multi-year projects where income is received in one year and expensed over a number of years.

In 2023, DFAT’s programme funding represented 9.9% of SPC FAME’s budgeted income (11.2% in 2022), while the largest donor was the European Union (24.5% in project funding) and New Zealand (19.9% in combined programme and project funding) and WCPFC (14.9%). Note that SPC FAME’s revised 2023 budget will increase by over EUR3 million.

More than two-thirds of SPC FAME’s income is sourced from donors for specific projects. While this project income is vital to building SPC FAME’s capacity and capability to support fisheries management in the Pacific, it represents a high level of dependency on project funding and presents a number of challenges for SPC FAME, including:

- projects require significant investment in developing project concepts and proposals
- continuity of employment of project staff cannot be maintained post-project
- projects tend to require a higher level of resources for administration
- projects may be limited to certain PICTs rather than a whole-of-region focus
- projects tend to be driven more by donor priorities than by member needs and priorities.

6.2 Complementing Donor Funds

The flexible nature of DFAT’s programme funding enables it to be applied in ways that complement funding provided by other donors.

Capacity and Capability for Attracting and Developing Donor Projects

While DFAT’s programme funding represented 9.9% of SPC FAME’s 2023 budgeted total income, it actually represented a larger proportion of SPC FAME’s core income, estimated by SPC FAME to be approximately 20% after allowing for PMF. In this way, DFAT is a significant contributor to SPC FAME’s baseload capacity and capability. This is vital to SPC FAME’s ability to attract prospective donors as it is used to:

- develop the science and tools that can be applied to projects
- build an understanding of the current and emerging needs and challenges of individual PICTs and the region that informs project development
- establish and maintain collaborative partnerships with stakeholders that can support project implementation.

SPC FAME’s ability to invest resources in project concept and proposal development is also reliant on its baseload capacity and capability.

In addition, DFAT’s programme funding complements project funding by contributing to the continuity of capacity and capability between projects (after a project is completed

and before new projects start). It also enables specific stand-alone and important pieces of work requested by members to be completed in a timely manner, separate from other projects.

Complementing Projects

As projects often do not fund the science that supports project implementation, SPC FAME's capabilities in science and other areas, which DFAT's programme funding contributes to, complement the capabilities supported by project funding. This also includes some areas of technical expertise that are not funded by projects. This was exemplified in the Tonga Mariculture Centre development funded by the World Bank.

Tonga Mariculture Centre

The World Bank funded the redevelopment of Tonga's Mariculture Centre, however project funding did not include specialist scientific and technical advice on equipment requirements for the new centre. SPC FAME was able to provide this specialist advice through its base capability, supported by DFAT programme funding.

Leveraging Project Activities

Projects have a specific focus and are restricted to ODA countries. Using DFAT programme funding, SPC FAME is able to extend some activities of a project (such as training) to all SPC PICTs.

6.3 Duplication of Donor Projects

Potential for Duplication

The majority of stakeholders consulted during the evaluation did not consider that donor projects presented significant risks of duplication or contradiction with what is funded under DFAT's programme funding to SPC FAME. This is due in part to a number of factors:

- there is a relatively small number of donor projects compared to the needs of the region
- FAME has established close working relationships with donors that facilitates early discussions about prospective projects
- donors and PICTs observe the regional priority-setting framework in considering prospective projects.

Although the risk is low, it is acknowledged by some stakeholders that donor activity is increasing in the region and will need to be monitored.

The risk of duplication or contradiction is seen to be greater for bilateral projects, though PICTs consulted as part of the evaluation indicated that discussions with prospective donors were guided by regional and national priorities.

Coordinating Donor Activities

There are number of existing processes that facilitate coordination including regional meetings, programme-specific meetings and 'round table' discussions with donors. In addition, SPC FAME is able to use its networks and relationships to monitor and coordinate donor activity. In contrast, donor activity in the statistics sector in the region is very busy, and the relevant SPC division has included a donor and development group in its regional architecture to coordinate donor activity. As SPC FAME's processes are working well, and donor activity is relatively low, it is not suggested such a formal approach is required in the fisheries sector.

Recommendation 5

DFAT encourage SPC FAME to maintain a watching brief on the number and focus of prospective donor-funded projects in the region, particularly donors seeking to partner directly with PICTs, to minimise potential for duplication or contradiction.

7. Gender and Social Inclusion

Evaluation Question 4

To what extent has Australia's core funding to SPC FAME supported gender equality and social inclusion?

7.1 Addressing GESI in SPC FAME Planning and Programming

Gender equality and social inclusion is a key pillar of SPC's policy on *Social and environmental responsibility* which provides a framework and principles to manage social and environmental risks and impacts across all SPC activities including, staffing, operations and programmes. The policy is embedded across SPC, and its implementation guides SPC activities by:

- providing information and guidance on principles and practices
- regular staff training workshops on gender equality and social inclusion
- reviewing business plans, concept notes and programme and project designs to ensure consistency with the SPC Social and environmental policy and framework
- providing an environmental and social management system (ESMS) to screen and appraise specific activities, which includes appropriate tools, methodologies and guidelines
- ensuring that SPC FAME undertakes gender disaggregated data collection and reporting to support GESI mainstreaming.

Gender equity and social inclusion is a strong focus in SPC FAME's approach to delivering its business plan activities. This is evident in:

- SPC FAME staff attending annual gender equity and social inclusion in-house training (provided by HRSD and funded by the European Union)
- developing practical resources for the region to operationalise GESI principles including handbooks for both the tuna industry and coastal fisheries and aquaculture
- addressing potential bias or barriers in programme or project activities, such as:
 - explicitly inviting and encouraging females to participate in meetings, community consultations and training events
 - ensuring that female participants are heard in meetings, community consultations and training events, including providing separate female only sessions where appropriate
 - utilising accessible venues that do not provide barriers to participation.

Overall, the priority focus that SPC FAME and SPC place on gender equality and social inclusion, and the practical implementation of these principles, can provide DFAT with

some assurance that its programme funding to SPC FAME supports gender equality and social inclusion.

7.2 Engagement and Participation

SPC FAME Staffing Gender Balance

SPC FAME’s overall staffing profile has been gender-balanced in recent years, as shown in Table 5 below.

Table 5: SPC FAME Staffing Profile 2019-2022

Year	Total	Male	Female	% Female
2022	127	64	63	49.6
2021	109	55	54	49.5
2020	94	50	44	46.8
2019	98	50	48	49.0

Source: SPC FAME Results reporting against SPC FAME Business Plans, presented to annual HoF meetings

Although a detailed analysis by employment classifications and levels is not available, SPC FAME has reported that in terms of internationally recruited staff, representation has increased from 12% in 2020 to 50% in 2022, although currently, the SPC FAME senior leadership (Director and Deputy Directors) is all-male.

Staffing is based on competitive recruitment, and the available pool of female candidates for scientific and technical positions is limited by the appeal of the sector to females, barriers to entry to tertiary study and leadership positions that females face, such as family responsibilities, as well as cultural and other factors. As a result, there are challenges for SPC FAME in addressing gender balance at specific levels and roles.

Participation in SPC FAME Training Programs

SPC FAME collects and reports gender-disaggregated data on participation in its training programs, which shows that in recent years the average representation of females has been 30-40%. Table 6 on the next page includes gender-disaggregated data for training participation in programs for 2022.

Table 6: Participation in SPC FAME Training Programs 2022

Training Program	Total	Male	Female	Not stated	% Female
Aquaculture	51	32	19	0	37.2
Coastal Fisheries Management and Livelihoods	289	192	97	0	33.6
Data Management	202	56	43	18	21.3
Gender and Human Rights	29	12	17	0	58.6
Pacific Fisheries Leadership Program	177	87	89	1	50.3
Fisheries Ecosystems and Monitoring and Analysis	48	45	3	0	6.6
Stock Assessment	241	129	105	7	43.6
Coastal Fisheries and Aquaculture Science	72	52	20	0	27.8
Total 2022	1,204	605	393	26	32.6

Source: SPC FAME Results reporting against SPC FAME Business Plan 2022–2027, presented to 2023 HoF meeting

For the period 2016-2022, overall female participation in SPC FAME’s training programs has increased from 28.8% to 32.6%. Table 7 shows the overall participation rates for each of 2020, 2021 and 2022 as well as the rate for 2016-2020 combined.

Table 7: Total Participation in SPC FAME Training Programs 2016-2022

Year(s)	Total	Male	Female	Not stated	% Female
2022	1,204	605	393	26	32.6
2021	1,156	740	416	0	36.0
2020	944	539	405	0	42.9
2016-2020	4,691	3,342	1,349	0	28.8

Source: SPC FAME Results reporting against SPC FAME Business Plans, presented to annual HoF meetings

During 2020, COVID-19 necessitated the remote delivery of training programs, and this was associated with increased female participation levels. This has been attributed to removal of travel requirements for attending training, which would otherwise present a barrier for female participants with family responsibilities.

While SPC FAME is making concerted efforts to attract and support female participation in its training programs, there remain significant cultural and other constraints to participation which will take some time to address. In addition, as training participants are often nominated by member PICTs, achieving gender equality is largely outside SPC FAME’s control, even though GESI principles are also embedded in PICTs. To address this, SPC FAME also works with SPC HRSD to promote GESI into member governments.

Participation in Regional Meetings

In 2022, SPC FAME was responsible for three high-level regional meetings, which were supported by DFAT's programme funding:

- SPC Heads of Fisheries
- Regional Fisheries Ministers Meeting
- Regional Technical Meeting on Coastal Fisheries and Aquaculture and Community-based Fisheries Dialogue

A total of 261 people participated in these meetings, including 168 men and 93 women (35.6%), from 19 PICTs.

Future Opportunities

SPC FAME mostly addresses GESI as a cross-cutting focus, and unlike other areas of SPC FAME's work that is supported by DFAT's programme funding, there are few GESI-specific activities. Because of this and as GESI is a particular focus for DFAT, and a priority in *Australia's International Development Policy 2023*, it may be worthwhile for DFAT to explore opportunities to improve the integration of gender equality within SPC FAME programs.

Recommendation 6

DFAT consider exploring with SPC FAME opportunities to integrate gender equality throughout programs supported by DFAT's programme funding.

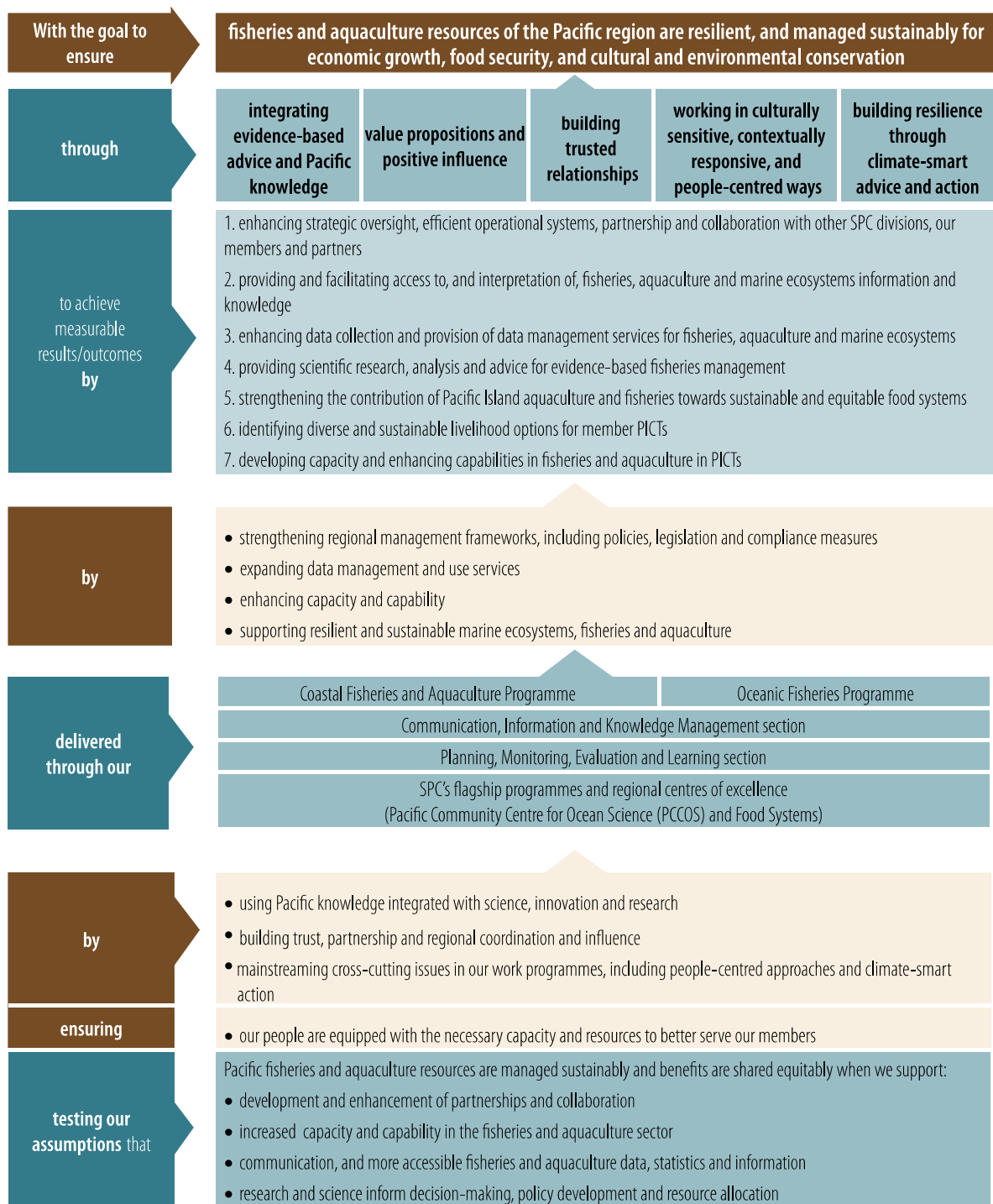
Appendix A: List of Stakeholders Consulted

Organisation	Name	Position
SPC FAME	Neville Smith	Director, FAME
SPC FAME	Graham Pilling	Deputy Director, Oceanic Fisheries Programme
SPC FAME	Andrew Smith	Deputy Director, Coastal Fisheries and Aquaculture Programme
SPC FAME	Terry Opa	Team Leader, Planning, Monitoring, Evaluation and Learning Unit
SPC FAME	Tim Pickering	Principal Aquaculture Adviser
SPC FAME	Ian Bertram	Principal Fisheries Adviser, Coastal Fisheries Management and Livelihoods
SPC FAME	Joe Scot Phillips	Senior Fisheries Scientist, Statistical Modelling
DFAT	Regan Field	Director, Pacific Fisheries and Maritime Section
DFAT	Alex Knox	Assistant Director, Pacific Regional Organisations and Governance Section
DAFF	Neil Hughes	Director, Regional Fisheries Section
CSIRO	Dr Campbell Davies	Senior Principal Research Scientist, Fisheries International
MFAT	Joanna Anderson	Manager, Pacific Oceans and Fisheries
WCPFC	Rhea Moss-Christian	Executive Director
Cook Islands	Pamela Maru	Secretary, Ministry of Marine Resources
Nauru	Being Yeeting	Fisheries Advisor, Nauru Fisheries
Kiribati	Tooreka Taatoa	Director, Coastal Fisheries Division, Ministry of Fisheries and Marine Resource Development
Solomon Islands	Ivory Akao	Deputy Director, Inshore Fisheries Division, Ministry of Fisheries and Marine Resources
University of Wollongong	Assoc Prof Dirk Steenbergen	Australian National Centre for Ocean Resources and Security

Appendix B: SPC FAME’s Program Logic

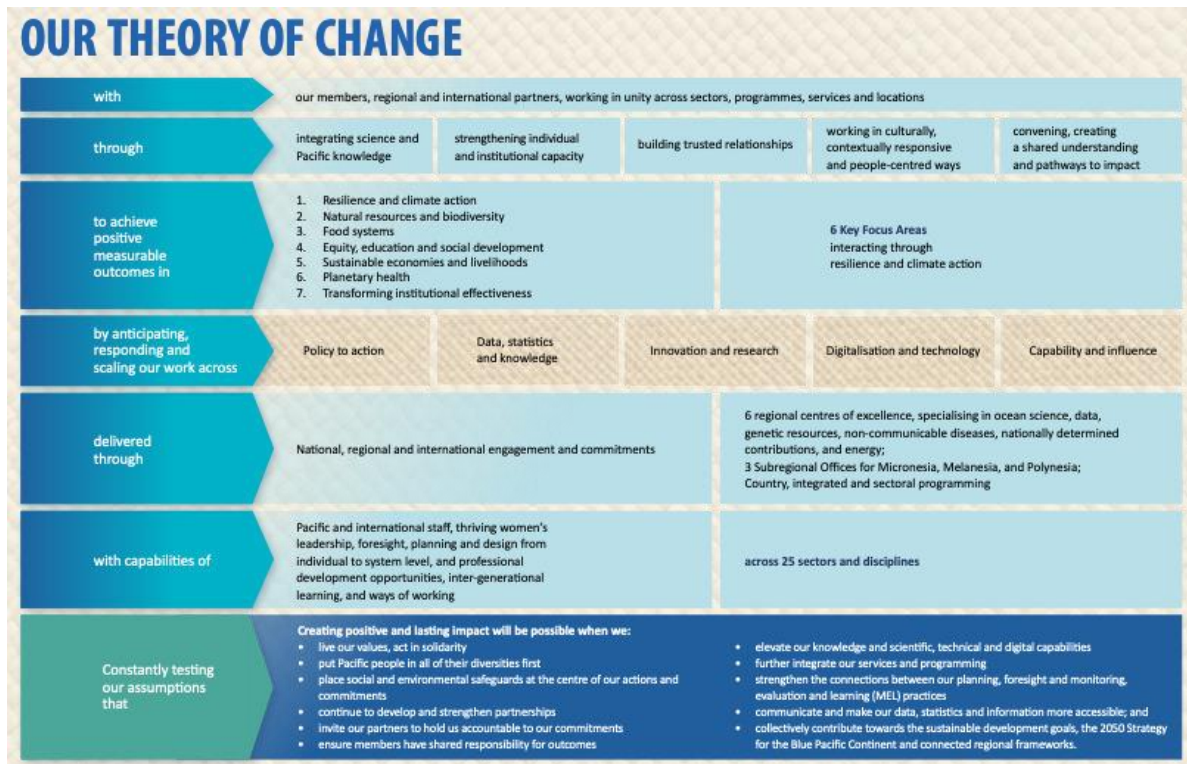
Theory of change (narrative)

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



Source: SPC FAME Business Plan 2022-27

SPC Theory of Change



Source: SPC Strategic Plan 2022-31

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