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Working paper 1 – Annex 2

Management Response to the Mid-Term Review of the SPC
FAME Business Plan 2022-2027

Purpose

1. This paper presents the Management Response of the Pacific Community Fisheries, Aquaculture and Marine Ecosystems (SPC FAME) team to the **Mid-Term Review (MTR) of the SPC FAME Business Plan 2022–2027**, dated 8 February 2026, for the information, noting and response by SPC member countries and territories. See Annex 1 for the MTR Report.
2. The paper is intended to support Heads of Fisheries in understanding SPC FAME's assessment of the Review findings, the contextual factors that have influenced the delivery of the Business Plan to date, and the actions management proposes, including with input from SPC members. These are prioritised over the remainder of the existing Business Plan period through to the development and implementation of the next Business plan.

Executive summary

3. The MTR concludes that SPC FAME's performance to date has been strongly positive, with high levels of relevance, effectiveness, efficiency and sustainability, underpinned by world-class applied science, trusted partnerships and strong alignment with member priorities and regional frameworks. The Review identifies areas where further strengthening is both possible and necessary, particularly in relation to deeper integration of cross-cutting themes, proactive strategic adaptation, and support for on-going efforts in relation to the sustainability of coastal fisheries and aquaculture initiatives.
4. This Management Response welcomes the Review's findings and accepts all recommendations in principle. SPC FAM welcomes the Review's assessment that it is delivering significant value to members, recognising the persistent needs to sharpen strategic focus, enhance internal integration, and more clearly articulate how SPC FAME will evolve to respond to accelerating drivers of change such as climate impacts, demographic pressure, technological transformation and shifting development finance landscapes.
5. This Response outlines concrete actions that will be taken during 2026–2027 to strengthen implementation of the current Business Plan and to lay foundations for the next Business Plan cycle. These actions focus on: (i) continuing to strengthen programmatic ways of working within SPC FAME including working across teams; (ii) deepening integration of cross-cutting themes and SPC flagships including gender equity, disability and social inclusion (GEDSI) , climate change, oceans, food systems and digital transformation; (iii) continuous improvement through clearer work plan prioritisation, more efficient systems and better coordination; and (iv) enhancing long-term sustainability through programmatic approaches, improving the targeting of capability development and diversified resource mobilisation.
6. A detailed Management Response Table is included, setting out SPC FAME's response to each recommendation, planned actions, responsibilities, timeframes and alignment with the Review's findings. This paper is intended to support member oversight, transparency and accountability, and to inform discussion on priorities for the remainder of the Business Plan period and beyond.

Background and context

7. The SPC FAME Business Plan 2022–2027 sets out the Division’s strategic objectives, priorities and planned results in support of SPC’s 2022-2031 Strategic Plan and the fisheries, aquaculture and marine ecosystem priorities of Pacific Island countries and territories.¹ The Business Plan provides the strategic framework for SPC FAME’s two programmes – the Oceanic Fisheries Programme (OFP) and the Coastal Fisheries and Aquaculture Programme (CFAP) – supported by Planning, Monitoring, Evaluation and Learning (PMEL), Fisheries, Information and Knowledge (FIK), and communication functions within the Director’s Office (DO).
8. The MTR, completed in February 2026, assessed progress and performance over the period 2022–2025 using OECD-DAC criteria and cross-cutting themes specified in the Terms of Reference (Background paper 9). The Review had both summative and formative objectives, with recommendations aimed at strengthening delivery of the current Business Plan and informing development of the next. At the halfway point of the Business Plan period, the Review was requested to identify lessons learned and provide recommendations to strengthen delivery during the remaining years and inform the next planning cycle. The Review drew on document analysis, interviews with members² and partners, staff consultations and comparative analysis.
9. Since the Business Plan was developed in 2022, the Pacific Islands region has experienced considerable change. The Review was undertaken during a period of transition and as such, provided a timely opportunity to reassess SPC FAME’s adaptations. While SPC has now largely returned to full operational capacity following COVID-19 restrictions, the effects of the pandemic on national administrations, regional cooperation and programme delivery have been long lasting. In parallel, the Pacific region has experienced increasing climate-related shocks, heightened geopolitical and commercial interest in fisheries resources, accelerating technological change, and growing expectations regarding GEDSI.
10. These dynamics have been accompanied by steadily increasing donor compliance, fiduciary and reporting requirements, which shape the way programmes are designed and delivered. Recruitment constraints, staff movements both in SPC and among our national counterparts and reliance on SPC-wide corporate systems further influence delivery choices and trade-offs. SPC FAME considers these contextual factors to be critical to interpreting the Review’s findings and recommendations.

Management response – overall assessment

11. SPC FAME considers that the MTR provides a broadly fair and balanced assessment of performance over the first half of the Business Plan period. The team welcomes the Review’s recognition of SPC FAME’s continued relevance, strong technical credibility and trusted role in supporting national and regional fisheries decision-making.

¹ Drawn principally from the Future of Fisheries: A Regional Roadmap for Sustainable Pacific Fisheries, A New Song for Coastal Fisheries (the Noumea Strategy), the Pacific Regional Aquaculture Strategy, and the 2050 Strategy for the Blue Pacific Continent.

² While a broad range of stakeholders were consulted during the Review, engagement only occurred with representatives from 7 SPC member fisheries administrations.

12. SPC FAME notes the Review's positive assessment of SPC FAME's overall performance and that its functions constitute core regional public goods and remain central to sustainable management of fisheries across SPC members.
13. SPC FAME cautions, however, that performance must be interpreted considering the constrained and complex environment within which SPC FAME must operate. SPC FAME's regional mandate requires the balancing of diverse and sometimes competing member priorities, while also respecting donor-driven funding modalities that can limit flexibility, experimentation and long-term planning. The geographic scale of the Pacific, combined with rising expectations for responsiveness and inclusion, puts further pressure on implementation.
14. While SPC FAME recognises the MTR's comment that the OFP 'benefits from a relatively narrow focus (primarily the four target tuna species)', it finds this observation reductive. OFP science and data management certainly has a specific focus on supporting the region's management of the key target tunas. However, OFP's program of work is extremely diverse covering significant technical and scientific work on many aspects of the WCPO ecosystem and the region's valuable tuna fisheries that ecosystem supports, as well as addressing new anthropogenic drivers.
15. Where the Review identifies areas for improvement, SPC FAME notes that many of the issues raised are long standing, system-wide and not unique to SPC FAME. In several cases, actions recommended by the Review are already underway, partially implemented, or subject to factors beyond the SPC FAME's direct control. SPC FAME therefore accepts all recommendations in principle, while emphasising the need for realistic prioritisation, sequencing and resourcing.
16. SPC FAME also wishes to clarify that differences observed between programmes—OFP and CFAP—reflect fundamental differences in mandate, scale, funding architecture, political economy and measurability of outcomes. These differences are broadly appreciated as an inherent feature of the fisheries landscape in the Pacific. In a similar vein, there is ample reason to treat coastal fisheries and aquaculture separately. However, the Review largely treats coastal fisheries and aquaculture as one, with the exception of acknowledging the Coastal Fisheries and Aquaculture Climate Change Strategy, the finalisation of the Regional Aquaculture Strategy and the recommendation relating to increased attention to GEDSI in aquaculture.
17. The Review made no comments specific to Marine Ecosystems Programme noting that it is still in its inception. However, SPC FAME sees this new programme as a key vehicle for strengthening cross-divisional ways of working. The MTR provided little commentary on SPC FAME's "structural evolution" beyond 2025 proposing that this be scheduled for future consideration with a view to achieving increased efficiency including through skill sharing. Given the rapidly evolving nature of Pacific fisheries, and to ensure SPC FAME remains responsive and adaptive, this is an important area for consideration.

Response to key findings

Effectiveness and impact

18. SPC FAME agrees with the Review's conclusion that SPC FAME has been largely effective in delivering against the objectives of the Business Plan. SPC FAME's applied science, stock assessments, regional data systems and advisory services continue to inform national policy, regional decision-making and international processes, including deliberations at the Western and Central Pacific Fisheries Commission.
19. Long-term investment in scientific capability, observer systems, ecosystem research, support for economic analysis and modelling has enabled SPC FAME to respond to increasing analytical complexity and scrutiny. SPC FAME considers this sustained investment to be a significant strength that underpins regional fisheries governance.
20. The Review notes that the Business Plan is not always used as a day-to-day operational management tool by staff. SPC FAME accepts this observation and notes that it reflects the necessary reliance on programme- and project-level planning instruments, which provide the level of operational detail required for delivery, monitoring and donor reporting. Given that these workplans are aligned with the Business Plan, SPC FAME does not see this as a pressing issue. Nevertheless, SPC FAME agrees that clearer internal communication of strategic priorities and stronger linkage between the Business Plan, Implementation Plan, programme plans and individual workplans would enhance strategic coherence and shared ownership (see summary responses to recommendations below).
21. Although the SPC FAME's MEL framework functions well as a monitoring tool and provided much of the data used in by the Review, SPC FAME is conscious of the need to continuously improve alignment between the MEL framework and the Business Plan. Subject to resourcing availability, this will be promoted during the remainder of the current Business Plan.
22. With respect to impact measurement, SPC FAME agrees that impact is more readily demonstrated in oceanic fisheries than in coastal fisheries and aquaculture, where outcomes are diffuse, long term and heavily influenced by national policy choices, market dynamics and community-level factors beyond SPC FAME's control. SPC FAME considers this a systemic challenge rather than a deficiency in programme design or delivery. Despite rapidly increasing populations, elevated fishing pressures, habitat degradation and climate-related impacts affecting coastal ecosystems, SPC FAME sees its support to community-based fisheries management initiatives starting to demonstrate positive results including the self-sufficiency of the Community Based Fisheries Dialogue.

Relevance to member needs and priority setting

23. SPC FAME is encouraged by the Review's reassurance that SPC FAME remains highly relevant to the needs and priorities of members. This is paramount as SPC FAME works hard to ensure its work is aligned with SPC's Strategic Plan, regional fisheries instruments and national mandates underpinning this relevance.
24. The Review appropriately highlights the ongoing tension between regional public goods and country-specific demands. While SPC FAME's mandate is inherently regional, it must also be relevant at national and, in some cases, sub-national levels. SPC FAME notes that decentralised staffing, tailored technical assistance and the Member Request Management

System (MRMS) are intended to assist in managing this balance, though continued refinement and communication are required.³

25. Management also agrees that SPC FAME must continue to strengthen its capacity to anticipate and address emerging issues, including technological change, evolving labour dynamics, climate-driven mobility and shifting geopolitical interests in fisheries resources, while remaining firmly anchored in member-defined priorities. These considerations will remain key drivers in the formulation of the next Business Plan.
26. SPC FAME notes that many of the Review's findings and recommendations closely mirror the operational pressures currently faced by national fisheries administrations. Increasing data and reporting requirements, heightened compliance expectations, limited specialist staff capacity, inadequate financing and the need to engage effectively in regional and international fora place growing demands on national agencies. SPC FAME's regional science, data systems, advisory services and capacity development are therefore designed not as parallel structures, but as mechanisms to reduce transaction costs for members, support evidence-based decision-making and enable countries to meet their regional and international obligations more efficiently.

Efficiency

27. SPC FAME agrees that its core scientific and technical services are relatively cost-efficient. Efficiency gains in such services are often incremental, reflecting the specialised nature of the work, the need for quality assurance and the scale of the region.
28. The Review identifies constraints associated with SPC corporate systems and administrative processes (such as HR, grants policy, travel, recruitment and procurement) and the impact servicing these demands has on the specialist technical and scientific staff. Whilst many of these services are outside SPC FAME's direct control, SPC FAME continues to engage actively with SPC corporate services to streamline processes, better leverage staff time and improve internal coordination. SPC's organisation-wide OneSPC Transformation Programme and Digital Flagship offer significant potential in this regard as does the proposed establishment of an Implementation Support Unit across SPC FAME.
29. The SPC FAME team agrees that the structure of the Division may benefit from more thorough review and consideration possibly in association with the development of the next Business Plan. However, SPC FAME highlights that structure *per se* should not impede skill sharing and collaborative processes across SPC capabilities and programmes by staff – that will be motivated primarily by the professionalism of staff and the culture of the workplace. That said, there are obvious areas that could benefit from critical review. This includes the review of the

³ To improve transparency, SPC FAME has operationalised the HoF16-agreed prioritisation criteria through its MRMS, where all formal requests are logged, screened and then sequenced against four main "lenses": (1) *strategic alignment*; (2) *member need, urgency and risk*; (3) *collective benefit and leverage* across multiple members and partners; and (4) *feasibility and resourcing*.

relatively large program supported under the Fisheries and Ecosystems Monitoring and Assessment section, which is currently underway.

Sustainability and future readiness

30. SPC FAME agrees with the Review's assessment that it has invested in sustainability through long-term technical and scientific capacity building, enduring data systems and institutional strengthening. SPC FAME's emphasis on Pacific leadership, mentoring and train-the-trainer approaches are deliberate strategies to support national ownership and continuity.
31. SPC FAME also agrees that sustainability must be understood not only as continuity of existing systems, but also as future readiness. This understanding informs SPC FAME's current approach to strategic workforce planning. The Review's emphasis on strategic foresight, enhancing adaptive capacity, and clearer articulation of SPC FAME's strategic evolution is therefore welcomed and will inform planning for the next Business Plan.

Cross-cutting themes

32. SPC FAME welcomes the Review's recognition of its leadership in GEDSI and climate science, particularly in oceanic fisheries noting the OFP has much to contribute across the SPC FAME in terms of data management and scientific analysis. Investment in specialist capability has strengthened analytical quality and practical application which will be promoted to achieve broader benefits.⁴
33. At the same time, SPC FAME acknowledges that cross-cutting themes are not yet embedded consistently. This reflects both capacity constraints and the inherent challenge of integrating complex social and environmental considerations into highly technical work. Strengthening practical guidance, tools and internal coherence will therefore remain a priority with plans to address cross-cutting themes in a structural review of SPC FAME including establishing a cross-cutting GESI Unit.

Implications for Members

34. The Management Response has several implications for Members, particularly Heads of Fisheries responsible for balancing national priorities with regional and international commitments.
35. Members can expect SPC FAME to maintain a strong focus on the provision of core regional public goods, including scientific advice, regional data systems and analytical support for decision-making. These services are intended to complement, not substitute for, national functions and to help alleviate pressure on often resource-constrained national administrative and technical capacity.
36. To support implementation of the Review's recommendations, SPC FAME has suggested a prioritisation and sequencing that reflects resource constraints and focuses effort where the

⁴ Opportunities for improved integration across the SPC FAME portfolio include the Pacific Marine Specimen Bank (PMSB), the use of the Sclerochronology Laboratory, Close Kin Genetics (CKMR) and the planned Marine Ecosystems Programme initiative.

potential for regional value adding is highest. Ongoing engagement through established mechanisms, including the MRMS and Heads of Fisheries will remain critical. The SPC FAME team welcomes member guidance on priorities to inform sequencing over the remainder of the Business Plan period and beyond.

Management response to recommendations

37. The table below sets out SPC FAME’s formal response to the recommendations of the Mid-Term Review. All recommendations are accepted in principle. Implementation will be prioritised and sequenced over 2026–2027 in line with available resources, organisational capacity, existing commitments and SPC-wide policies and systems, and otherwise will feed into the development of the next SPC FAME business plan 2028-2033.

Next steps

38. Subject to Members noting this paper and advising on key actions, SPC FAME will proceed with implementing priority actions during the remainder of the 2022–2027 Business Plan. During this period, SPC FAME staff will record lessons learned and reflections arising from discussions with SPC members, to provide input to the next Business Plan. On a six-monthly basis, SPC FAME will track and document progress on the implementation of agreed actions.
39. Progress will be reported through established SPC governance, programme reporting and engagement with Heads of Fisheries, including opportunistically at future meetings and targeted briefings.

Management Response Table – SPC FAME Mid-Term Review (2022–2027) –

SPC has prioritised the Review recommendations and ordered them based on each recommendation’s level of SPC-assigned priority.

| SPC Priority level | Review findings | | SPC Response | | | | | |
|--------------------|--|--|--|--------------------|---|---|--|-----------|
| | Recommendation | Key Review Finding Addressed (criteria) | Management Response | Status | Key Actions | Resource Implications | Responsibilities | Timeframe |
| High | 2. Continue to strengthen whole-of-Division ways of working | Siloed delivery across programmes constrains collective impact and operational efficiency (Effectiveness & Efficiency) | Agreed. Further strengthen whole-of-Division planning, delivery and integration. Note this is closely linked to Rec11. | Partially underway | <ul style="list-style-type: none"> Establish light-touch cross-programme planning and coordination mechanisms Encourage targeted skills-sharing across OFP and CFAP where feasible and allocate staff time to joint activities Consider greater opportunities for greater integration as part of a structural review of SPC FAME Reflect integrated outcomes in divisional planning and performance reporting | Primarily staff time; no significant new funding | SPC FAME Director and Senior Leadership Team (SLT) | 2026–2027 |
| High | 4. Articulate medium-term priorities with members | Limited mechanisms exist for proactive, multi-year prioritisation with members (Relevance & Efficiency) | Agreed. Institutionalise rolling, medium-term prioritisation with members. | Early stage | <ul style="list-style-type: none"> Design and trial a 3-year rolling prioritisation framework with Members (to be discussed at Hof18) Align annual priorities with HoF Working Paper 3 Improve transparency on prioritisation trade-offs and resourcing constraints Review and refine the approach annually with members | Within existing planning processes | SPC FAME Director; PMEL | 2026–2027 |
| High | 11. Further increase programmatic funding | Fragmented project-based funding constrains long-term sustainability (sustainability) | Agreed. Deepen programmatic investment approaches. | Ongoing | <ul style="list-style-type: none"> Strengthen donor dialogue on programmatic approaches, leveraging endorsed regional strategies as primary entry points Map projects against shared outcomes Bundle complementary funding streams into programmatic investments Work with PIRMO and CFU to pursue climate and blended finance opportunities | Medium-term investment; efficiency gains expected | SPC FAME Director; SPC PIRMO | 2026–2027 |



| SPC Priority level | Review findings | | SPC Response | | | | | |
|--------------------|---|--|--|--------------|---|---|--|--------------|
| | Recommendation | Key Review Finding Addressed (criteria) | Management Response | Status | Key Actions | Resource Implications | Responsibilities | Timeframe |
| High | 6. Plan for the continuing evolution of SPC FAME | Organisational evolution is occurring but not yet explicitly planned or communicated (Strategic Alignment) | Agreed. Specify and communicate a clear pathway for SPC FAME's evolution. | New emphasis | <ul style="list-style-type: none"> Consolidate outcomes from Recommendations 3–5 Define strategic shifts to be incorporated in the next Business Plan Communicate intended evolution clearly to members and partners | Within existing planning resources | SPC FAME Director; SLT SPC Senior Leadership Team | 2026–ongoing |
| High | 9. Improve donor coordination | Fragmented donor engagement risks duplication and inefficiency (efficiency and sustainability) | Agreed. Further leverage SPC FAME's convening role to improve coordination. | Ongoing | <ul style="list-style-type: none"> Strengthen structured dialogue with donors and partners through efficient approaches Improve visibility of current and pipeline investments Identify opportunities for complementarity and co-financing | Modest coordination effort | SPC FAME Director; SPC PIRMO | 2026–2027 |
| High | 1. Better communication of SPC FAME's evolving capabilities and approach | SPC FAME's evolution, multidisciplinary capability and added value are not consistently visible to members (effectiveness and relevance) | Agreed. Strengthen clear and consistent articulation of SPC FAME's evolving role, capabilities and comparative advantage. | New emphasis | <ul style="list-style-type: none"> Integrate narrative on SPC FAME's evolution into HoF Working Paper 3 and Annual Reports Develop and apply standard messaging on decentralisation, multidisciplinary science, GEDSI leadership and programmatic delivery Brief Programme Managers to reinforce messaging in routine member engagements Periodically test and refine messaging through HoF discussions | Within existing communication resources | SPC FAME Director; SLT; Communications SPC Strategic Communications, Outreach, Publications, and Engagement | 2026–2027 |
| High | 10. Continue to strengthen capacity building | Capacity building is effective but could be better targeted and sustained (Sustainability) | Agreed. Further refine targeting and delivery of capacity development. Noting that several key actions are already underway. | Ongoing | <ul style="list-style-type: none"> Apply evidence on behaviour change, retention and sustainability (note early research on this planned for preHoF18) Better define training objectives and develop stronger standard operating procedures for SPC FAME Trainings. Expand the use of different modalities like communities of practice, train-the- | Within programme resources | SPC FAME SLT and Programme Managers | 2025–2027 |



| SPC Priority level | Review findings | | SPC Response | | | | | |
|--------------------|--|---|---|-------------------------|--|--|---|-----------|
| | Recommendation | Key Review Finding Addressed (criteria) | Management Response | Status | Key Actions | Resource Implications | Responsibilities | Timeframe |
| | | | | | trainer and longer-term professional placements. <ul style="list-style-type: none"> Continue to lean on MEL to assess effectiveness and improve implementation. | | | |
| Medium | 12.Continue to strengthen integration of GEDSI across SPC FAME | Strong GEDSI progress, but uneven integration and reliance on project funding remain | Agreed. Strengthen and sustain GEDSI integration across programmes. | Ongoing; resourcing gap | <ul style="list-style-type: none"> Advocate for longer-term GEDSI capability beyond project funding Expand focus on disability inclusion and emerging GEDSI issues Build technical staff capability to mainstream GEDSI | Additional dedicated GEDSI resources required | SPC FAME Director; GEDSI Lead | 2026–2027 |
| Medium | 7.Increase understanding and use of the Member Request Management System (MRMS) | MRMS improves transparency but is not yet fully understood or used strategically (efficiency) | Agreed. Strengthen member understanding and strategic use of MRMS. Note links with Rec4 | Ongoing | <ul style="list-style-type: none"> Continue socialisation of MRMS with members Clearly communicate request prioritisation criteria Use MRMS data more systematically to inform planning and reporting | No significant additional cost | SPC FAME Director; PMEL | 2025–2027 |
| Medium | 5. Align organisational structure, capabilities and processes with future needs | Future skills, capability and structural needs are not yet clearly articulated (Sustainability) | Agreed in principle. Assess alignment of organisational capabilities with future needs. | Early stage | <ul style="list-style-type: none"> undertake a Strategic Workforce Planning exercise to map future skills and capabilities. Explore options for shared scientific and technical capabilities Develop organisational options for consideration in the next Business Plan | Analytical effort only | SPC FAME Director; SLT | 2026–2027 |
| Medium | 13.Continue to strengthen integration of climate change in CFAP | Applied climate integration is weaker in coastal fisheries and aquaculture (Cross-cutting) | Agreed. Strengthen applied climate integration in CFAP. | Under development | <ul style="list-style-type: none"> Finalise and operationalise the Coastal Fisheries and Climate Change Strategy Integrate GEDSI considerations into climate responses Update tools and guidance for community-level application | Moderate technical inputs; potential climate finance | SPC FAME CFAP Deputy Director; CFAP Climate Change Lead | 2026–2027 |
| Medium | 14.Deepen integration of SPC Flagships within SPC FAME | Purpose and practical value of SPC Flagships are unclear to many staff. SPC FAME could | Agreed. Clarify and deepen engagement with SPC Flagships. | Early stage | <ul style="list-style-type: none"> Work with wider SPC to communicate flagship purpose, roles, expectations, and benefits | Minimal additional cost | SPC FAME SLT; SPC Flagship Leads. | 2026 |



| SPC Priority level | Review findings | | SPC Response | | | | | |
|---------------------|--|---|---|---------|---|---|---|-----------|
| | Recommendation | Key Review Finding Addressed (criteria) | Management Response | Status | Key Actions | Resource Implications | Responsibilities | Timeframe |
| | | better leverage institutional programmes such PCCOS. (Cross-cutting) | | | <ul style="list-style-type: none"> • Continue to engage in development of Flagships • Showcase ongoing initiatives between SPC FAME and Flagships | | | |
| Low (due to timing) | 3. Articulate the Business Plan's long-term vision | The current Business Plan lacks an explicit long-term change agenda (Relevance and Sustainability) | Agreed. Lead development of a member-informed long-term outlook to inform future planning as part of the development of the next Business Plan. | New | <ul style="list-style-type: none"> • Undertake structured foresighting exercises with members and partners • Analyse implications of climate, demographic and technological change • Use findings to inform the design of the next Business Plan | Modest facilitation and analytical inputs | SPC FAME Director; SLT SPC Strategy, Performance and Learning Unit | 2027 |
| Low | 8. Strengthen digital and artificial intelligence (AI) frameworks | Governance and guidance for digital and AI tools are underdeveloped (efficiency and relevance) | Agreed. Contribute fisheries perspectives to SPC-wide digital and AI frameworks. Noting that advanced uses of machine learning are already underway in key SPC FAME services like Ikasavea. | Ongoing | <ul style="list-style-type: none"> • Contribute to SPC corporate AI policy development • Identify priority AI use cases for fisheries management | Primarily staff time | SPC FAME Director; OFP; CFAP; FIK SPC Digital Flagship | 2026 |