



**FFA**

**JUNE 2005**

# **BUSINESS PLAN 2005 - 2007**

**OF THE PACIFIC ISLANDS  
FORUM FISHERIES AGENCY (FFA)**

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## THE BUSINESS PLAN FRAMEWORK

The Strategic Plan establishes the strategic direction and priorities for the Pacific Islands Forum Fisheries Agency (FFA) over the next 15 years. Key high level performance indicators are identified. Two programs are described through which the FFA will deliver a range of services, and six sub-programs are identified which encapsulate the major activities of the FFA.

The Business Plan starts with the two programs identified in the Strategic Plan, Fisheries Management and Fisheries Development, as the basis for delivering the core activities of the FFA.

The Business Plan defines the goals for the two programs of Fisheries Management and Fisheries Development which reflect the high level outcomes identified in the Strategic Plan. A "purpose" is then defined for each of the six sub-programs which reinforce how each sub-program will contribute to the achievement of the goals.

Outcomes that are expected to be achieved over the next three years are then identified, together with "success indicators". These success indicators are couched in a way that requires a value-judgement on the level of success that has been achieved in reaching the desired outcomes. By definition these are not measurable, but rather rely on the judgement of the Director and members of the Forum Fisheries Committee (FFC) on the level of progress that has been made against the Business Plan. It is envisaged that the Director will provide an over-view of progress against these success indicators in his annual report to the FFC.

Outputs to be delivered over the three year period are then shown together with performance indicators that will allow measurement of how well the organisation has performed. As FFA is principally a service organisation, many of these indicators inevitably reflect levels of satisfaction with the quality, timeliness and effectiveness of services provided. The assessment of the Director on progress towards achievement of outcomes will be reinforced by measurement against the performance indicators identified against the outputs to be delivered over the period. Performance monitoring is also discussed later under Governance and Performance Monitoring.

The Program goals, sub-program purpose, outcomes to be achieved and outputs to be delivered, together with success and performance indicators, are all documented on a one page "**At a Glance**" summary. It is at this level that the FFC will focus its attention in directing and monitoring the activities and performance of the FFA.

Beneath the "**At a Glance**" summary sheets lie the details of the projects and activities to be undertaken by FFA over the three year period. Projects and activities are identified against each specified output to be delivered by FFA. Targets are then specified for each of the next three years. These targets will largely be measurable in terms of whether or not they are achieved. Separate performance indicators are hence not specified.

The targets are important as they will form the basis for development of the FFA's annual work program. Divisional heads will develop the Annual Work Program by looking at the targets for the forthcoming year and working out the twelve month program, including milestones that will ensure these targets are met. The Annual FFA Program will be presented to FFC for approval, as required under the Convention.

Alongside the two Fisheries Programs, a range of activities and services that support the delivery of these programs are grouped under Members Support Services. These services do not constitute a program in their own right. Rather, they constitute a range of executive and corporate support activities that are essential to the effective delivery of FFA services to members.

Associated with the delivery of Members Support Services is the Corporate Management role of the FFA. The activities under this grouping contribute to the efficient and effective operation of the FFA as an accountable organization.

Both the Member Support Services and the Corporate Management role are the responsibility of the Agency's Executive. The FFC have signalled their intention to focus their attention on the Agency's core programs and avoid involving themselves in such corporate functions.

# FFA Business Plan

## 2005 – 2007

### PROGRAM 1: FISHERIES MANAGEMENT

#### SUB PROGRAMS

- (I) ECOSYSTEM BASED FISHERIES MANAGEMENT
- (II) MONITORING & COMPLIANCE
- (III) TREATIES/SUB REGIONAL ARRANGEMENTS
- (IV) LEGAL FRAMEWORK & INTERNATIONAL LAW

### PROGRAM 2: FISHERIES DEVELOPMENT

#### SUB PROGRAMS

- (V) ECONOMIC DEVELOPMENT & MARKETING SUPPORT
- (VI) TREATY ACCESS & TRADE NEGOTIATIONS

# PROGRAM 1. FISHERIES MANAGEMENT

## AT A GLANCE

Program 1: Fisheries Management

### **SUB PROGRAM I) ECOSYSTEM-BASED FISHERIES MANAGEMENT**

#### **GOAL 1:**

Develop model management and legal frameworks and assist members to develop and implement arrangements that assure members:

- their tuna resources are being harvested sustainably;
- that maximum economic returns from the fishery are being realized; and
- that international obligations are being met.

#### **GOAL 2:**

Establish and maintain mutually effective and beneficial relationships with regional and international bodies, with a clear focus on the WCPFC<sup>1</sup>

<sup>1</sup>Western and Central Pacific Fisheries Commission

## **SUB PROGRAM I)**

### **ECOSYSTEM-BASED FISHERIES MANAGEMENT**

**PURPOSE:** To assist members to ensure sustainable resource harvesting through the promotion of ecosystem-based fisheries management.

#### **OUTCOMES BY 2007:**

- Fisheries progressively managed in line with ecosystem-based fisheries management plans
- General understanding of ecosystem-based fishery management amongst members

#### **SUCCESS INDICATORS**

- 1. Fisheries management arrangements lead to sustainable fisheries

#### **MEASURE**

- 1. Secretariat of the Pacific Community (SPC) stock assessments show target tuna species harvested within biological reference points

#### **OUTPUTS**

- 1. Policy advice
- 2. Ecosystem-based fishery management develop model and progressively implement

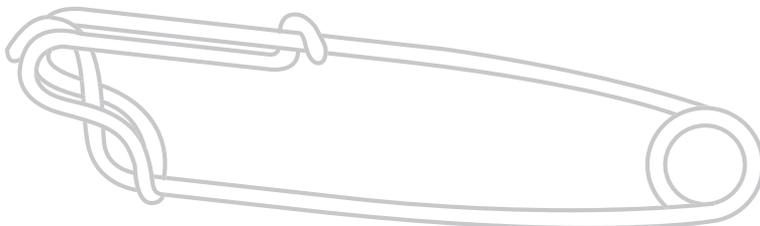
REPORTING LEVEL TO FFC

#### **PERFORMANCE INDICATORS**

- i. Member satisfaction with advisory service
- ii. Number of draft and implemented fisheries management plans
- iii. Management workshops supported by members

#### **MEASURE**

- i. Survey of members to measure satisfaction
- ii. Totals increasing
- iii. Number held and survey of members to measure satisfaction



## ECOSYSTEM BASED FISHERIES MANAGEMENT

The FFA Secretariat will, in 2005, take steps to develop an ecosystem-based approach to fisheries management (EBFM) in the Pacific. This will build on the progress made to date in developing national tuna management plans for members. New plans will be developed under the EBFM framework; existing plans, when reviewed will be assessed against the framework. The emphasis in 2005 will be on the development of a model framework for ecosystem-based fisheries management suitable for small island developing states. An EBFM model in common use in Australia is currently being modified for use in West Africa by the UNFAO. The same model will be customized to make it suitable for use in the Pacific.

The progressive introduction of the model at the national level will occur in future years. The introduction of an ecosystem-based management approach will ensure that FFA members are seen to be playing a leading role in fisheries management, and setting the highest possible standards for the management of tuna stocks in western and central Pacific.

An EBFM approach for tuna and tuna like species will force planners to address social, economic, political and broader environmental ecosystem issues, as well as the biological issues surrounding the target stocks. It is an approach that forces high risk decisions to be subject to greater scrutiny than actions that are self evidently of lower risk. This means there is a greater chance of getting fisheries management right. The approach also requires managers to look at external factors, often things that are beyond their direct control (such as pollution, climate change, high seas and other country catches, etc) and indicate the likely impact of these factors on the fishery they are trying to manage. The sub program is designed to develop the concept into a viable and workable approach for implementation at the regional level as well as in individual fisheries in a manner that is consistent with integrating global and regional policy initiatives into national activities.

### **SUB PROGRAM I) ECOSYSTEM-BASED FISHERIES MANAGEMENT**

#### **OUTCOMES BY 2007:**

- Fisheries progressively managed in line with ecosystem-based fisheries management plans
- General understanding of ecosystem-based fishery management amongst members

## OUTPUTS

1. Policy advice
2. Ecosystem-based fishery management develop model and progressively implement

NO.	DIVISION	ACTIVITY TITLE	TARGETS		
			2005	2006	2007
1.1	<b>EM/LS</b>	Fisheries management policy advice	Advisory papers & briefings produced as required with an effective ad-hoc advisory service operating for small island developing States, and briefings prepared for the Commission		
1.2	<b>Exec/EM/LS</b>	Support for the sustainable management of large scale purse seine fishing	High level support for Palau Arrangement Parties to implement the proposed vessel day scheme and/or other arrangements as required		
1.3	<b>EM/ITS</b>	Fishery management case studies to support member planning activities	Investigate feasibility of web-based management case studies database	Implement database if feasible	Update as required
2.1	<b>EM</b>	Ecosystem-based fisheries management	Ongoing reviews of member's tuna management plans with a target of 3 per year		
2.2	<b>EM</b>	Ecosystem-based fisheries management model framework management framework	Develop model ecosystem-based fishery and amended experience Complete training for key FFA staff	EBFM model piloted in one country based on members	Ongoing EBFM roll out and capacity building for
2.3	<b>EM</b>	Secure and implement GEF Oceanic Fisheries Management Project	Finalise project documentation Secure GEF funding and commence	Continue project and monitor against milestones Ensure annual management options workshop is held to support member's Commission strategy	
2.4	<b>EM</b>	Regional and sub-regional management arrangement coordination	Annual meeting of the parties to regional and sub-regional agreements		
2.5	<b>EM</b>	Collaboration with Council of Regional Organisations of the Pacific (CROP) Agencies	Maintain close working relationships with relevant CROP agencies with a particular focus on the SPC Oceanic Fisheries Program and the setting of biological reference points for target tuna species		

## AT A GLANCE

Program 1: Fisheries Management

### **SUB PROGRAM II) MONITORING AND COMPLIANCE**

#### **GOAL 1:**

Develop model management and legal frameworks and assist members to develop and implement arrangements that assure members:

- their tuna resources are being harvested sustainably;
- that maximum economic returns from the fishery are being realized; and
- that international obligations are being met.

#### **GOAL 2:**

Establish and maintain mutually effective and beneficial relationships with regional and international bodies, with a clear focus on the WCPFC.

### **SUB PROGRAM II) MONITORING AND COMPLIANCE**

**PURPOSE:** To assist members to ensure that fishing operations meet prescribed compliance requirements, including obligations under the Convention on the Conservation and Management of Highly Migratory Fish Stocks in the Western and Central Pacific Ocean.

#### **OUTCOMES BY 2007:**

- Fishing activities are substantially in compliance with prescribed monitoring and compliance requirements
- Coordinated monitoring and compliance programs present a real deterrent to illegal fishing practices.

#### **SUCCESS INDICATORS**

- 2. Level of conformity with prescribed monitoring and compliance requirements across zonal and high seas fisheries

#### **MEASURE**

- 2. Number of offences detected per standard measure of patrol time

#### **OUTPUTS**

1. Fully operational VMS, across member jurisdictions, delivering accurate VMS data
2. Provide regional vessel registry services in support of member's licensing arrangements
3. Delivering observer programs to meet member's needs.
4. Assist members with development and review of national MCS plans
5. Support of sub-regional compliance operations

## REPORTING LEVEL TO FFC

### PERFORMANCE INDICATORS

- iv. Vessel position data delivered to approved specifications, in near real time
- v. Conformity of regional registers and data to approved standards
- vi. Regional observer program delivered in accordance with annual plan
- vii. Ongoing member satisfaction with Secretariat support for sub-regional compliance operations

### MEASURE

- iv. and v. Annual assessment to standard measure
- vi. and vii. Survey of members to measure satisfaction

### SUB PROGRAM II) MONITORING, AND COMPLIANCE

The Monitoring and Compliance Sub Program will continue to assist FFA members with their national fisheries Monitoring, Control and Surveillance (MCS) programs, and co-ordinate strategic regional fisheries MCS programs. There will be a particular emphasis this year on developments under the WCPFC.

This sub program liaises closely with FFA members to more effectively bring about the implementation of the FFA members' Vessel Monitoring System (FFA VMS) in the EEZs of respective members. It advances the analysis and dissemination of fisheries MCS-related data. It will also continue to provide a fellowship/attachment program, manage the observer program, provide observer training and MCS training, hold an MCS workshop as a means of improving the knowledge of FFA members about MCS issues in the region, enhance co-operative arrangements with extra-regional agencies such as the U.S. National Marine Fisheries Service (NMFS) and the U.S. Coast Guard, and provide a pro-active focal point for the co-ordination of regional surveillance operations.

This sub program will substantially assist FFA members implement their respective national tuna fisheries management plans and significantly enhance the existing fisheries compliance environment in their respective EEZs. It will assist in transferring the in-zone fisheries compliance environment into adjacent high seas areas, thereby promoting more effective implementation of both high seas and in-zone tuna fisheries management measures and reducing the capacity of fishing vessels to conduct IUU fishing activity.

An enhanced fisheries compliance environment in the western and central Pacific Ocean region creates a solid basis for fisheries conservation and management measures being applied by individual FFA members in their respective EEZs, and by the WCPFC in the high seas in the Convention area. As a result the outcomes will include sustainable harvests of tuna resources and improved economic returns to FFA members from these resources.

Program 1. Fisheries Management

**SUB PROGRAM II) MONITORING AND COMPLIANCE**

**OUTCOMES BY 2007:**

- Fishing activities are substantially in compliance with prescribed monitoring and compliance requirements
- Coordinated monitoring and compliance programs present a real deterrent to illegal fishing practices.

**OUTPUTS**

1. Fully operational VMS, across member jurisdictions, delivering accurate VMS data
2. Provide regional vessel registry services in support of member's licensing arrangements
3. Delivering observer programs to meet member's needs.
4. Assist members with development and review of national MCS plans
5. Support of sub-regional compliance operations

NO.	DIVISION	ACTIVITY TITLE	TARGETS		
			2005	2006	2007
1.1	<b>MCS</b>	Delivery of vessel monitoring services	Ongoing delivery of VMS in accordance with FFC specifications		
1.2	<b>MCS</b>	VMS review	Review report considered by FFC May 2005	Recommendations implemented as approved	
1.3	<b>Exec/MCS</b>	Engagement with WCPFC on VMS standards for the Convention area	Agreement on standards for WCPFC VMS	Conclusion of negotiations over WCPFC use of FFA VMS	Enhanced VMS operational across all jurisdictions
1.4	<b>MCS/ITS</b>	Ongoing assessment of new technologies	Assess emerging technologies capacity to enhance VMS <sup>2</sup> and recommend improvements that enhance capacity		
2.1	<b>MCS</b>	Maintain Regional Vessel Registry	Merge Regional Register and VMS Register and maintain accurate and regularly updated information made available on demand (accessible to members through secure internet site from 2006)		
2.2	<b>MCS/ITS</b>	Maintain a database of vessels licensed by members	Members provide information on request by Secretariat with reports back to members in accordance with data sharing agreements		
2.3	<b>MCS/ITS</b>	Maintain an infringements database	Regular reports to members (accessible to members in real time through secure internet site from 2006)		

<sup>2</sup>Strong links to WCPFC discussions.

NO.	DIVISION	ACTIVITY TITLE	TARGETS		
			2005	2006	2007
2.4	<b>MCS/LS</b>	Prosecution data recording	Case histories assessed and maintained with a focus on timely advice to members on new precedents (accessible to members in real time through secure internet site from 2006)		
3.1	<b>MCS</b>	Observer Program	Annual plan approved by members, implemented to projected budget, and delivered to agreed targets		
3.2	<b>MCS</b>	Observer Training Program	Observers trained in accordance with member's request, and available funding		
3.3	<b>Exec/MCS</b>	Engagement with WCPFC on regional observer program	Agreement on standards for WCPFC Observer Program	Observer program implemented as required	
4.1	<b>MCS</b>	Engage with member's MCS committees	Take a pro-active role in assisting member's MCS committees to develop compliance plans		
4.2	<b>MCS</b>	Provide members with contemporary compliance information and provide a forum for information exchange, including international developments in MCS	4 newsletters posted on web each year		
4.3	<b>Exec/MCS/LS</b>	IUU Risk management Workshop	Annual workshop held in margins of other relevant meeting		
5.1	<b>MCS</b>	Coordination of aerial surveillance	Aerial surveillance program coordinated to agreed timetable		
5.2	<b>MCS</b>	Enforcement advice (including interaction with WCPFC)	Fisheries enforcement advice available on request to members		
5.3	<b>MCS</b>	Patrol boat liaison	30% surveillance flights supported by boat patrols		
5.4	<b>MCS/LS</b>	Assist in the development of Niue Treaty subsidiary agreements (compliance)	Progressively support the implementation of subsidiary compliance agreements		

## AT A GLANCE

Program 1: Fisheries Management

### **SUB PROGRAM III)**

#### **TREATIES AND SUB-REGIONAL ARRANGEMENTS ADMINISTRATION**

##### **GOAL 1:**

Develop model management and legal frameworks and assist members to develop and implement arrangements that assure members:

- their tuna resources are being harvested sustainably;
- that maximum economic returns from the fishery are being realized; and
- that international obligations are being met.

##### **GOAL 2:**

Establish and maintain mutually effective and beneficial relationships with regional and international bodies, with a clear focus on the WCPFC.

### **SUB PROGRAM III)**

#### **TREATIES AND SUB-REGIONAL ARRANGEMENTS ADMINISTRATION**

**PURPOSE:** To ensure effective treaty and sub-regional arrangement administration and to assist members to understand and meet their obligations.

##### **OUTCOMES BY 2007:**

- High levels of confidence in treaties administration.
- Members comply with obligations

##### **SUCCESS INDICATORS**

- 3. Level of confidence in treaties administration
- 4. Level of compliance with obligations

##### **MEASURE**

- 3. Annual independent audit of treaties administration and budget is unqualified
- 4. Annual report shows increasing compliance with obligations

##### **OUTPUTS**

1. Treaty and regional arrangement administration, funds collection, and funds distribution
2. Treaty and regional arrangement annual report.
3. Vessel and catch reports to Parties
4. Effective fishing licence administration

REPORTING LEVEL TO FFC

##### **PERFORMANCE INDICATORS**

viii. Funds collected and distributed accurately, and on time

- ix. Level of satisfaction with annual reports to Parties
- x. Vessel and catch reports on time

#### **MEASURE**

- viii. Annual audit report comments are satisfactory
- ix. Survey of members to measure satisfaction
- x. Annual report shows compliance

#### **SUB PROGRAM III)**

##### **TREATIES AND SUB-REGIONAL ARRANGEMENTS ADMINISTRATION**

The objectives of this sub-program are two fold. First, to ensure that treaties and other sub-regional arrangements for which the FFA Secretariat is responsible are administered effectively. And second, to assist members to understand and meet their obligations under such treaties and sub-regional arrangements.

During 2005, the sub program will be responsible for log book data entry, vessel licensing under the FSM Arrangement and the US Treaty, administration of the US Treaty Project Development Fund, collection of funds, and the disbursement of funds amongst parties. Funds held by the FFA will be held in low risk interest bearing accounts. Support will be provided to the observer program and an annual meeting of the Parties to the US Treaty. A major challenge during 2005 is to manage the concerns of the US industry related to falling purse seine operator numbers, and to resolve the matter of the disbursement of the increased US Treaty payments.

All these activities will be carried out with established targets. The targets are consistent with the aspirations of the parties and provide a basis to assess whether services have been delivered effectively.

By 2007, the parties would be expected to have achieved high levels of confidence in the administration of these treaties and sub-regional arrangements, as well as comply with their obligations under such treaties. The funds collected and distributed will be in accordance with established requirements. The annual and special meetings of the parties will be held as required. Reports will be provided as required and the parties are satisfied with such reports.

Program 1. Fisheries Management

#### **SUB PROGRAM III)**

##### **TREATIES AND SUB-REGIONAL ARRANGEMENTS ADMINISTRATION**

#### **OUTCOMES BY 2007:**

- High levels of confidence in treaties administration.
- Members comply with obligations.

## OUTPUTS:

1. Treaty and regional arrangement administration, funds collection, and funds distribution
2. Treaty and regional arrangement annual report
3. Vessel and catch reports to Parties
4. Effective fishing licence administration

NO.	DIVISION	ACTIVITY TITLE	TARGETS		
			2005	2006	2007
1.1	TA	Treaty and regional arrangement funds collection	All payments received as required under treaties		
1.2	TA	Treaty and regional arrangement funds distribution	Funds distributed in accordance with agreed formulas		
1.3	TA	Co-ordination of annual and special meetings	Annual meetings - US Treaty and FSM and special meetings as required		
1.4	TA/MCS	Develop strategies to increase Pacific island national crew employment	Barriers identified and programs developed to increase Pacific island national crew employment		Approved programs implemented
2.1	TA/MCS/EM/LS/Exec	Treaty and regional arrangement annual reporting	Annual review of operations and report to members		
3.1	TA	Vessel status and catch reporting	Report on vessel status on 6 monthly basis to US Treaty Parties and 3 monthly for other arrangements; with monthly catch reports to all Parties		
3.2	TA	Log sheet data verification	Random audit of 20% of log sheets each year		
3.3	TA/ITS	Technology assessment		Assess technology to introduce log sheet validation	Introduce approved new technology
4.1	TA	Fishing licensing system (US treaty and FSM arrangements)	- Annual issue of US and FSMA licences  - Review of licence eligibility criteria	Annual issue of US and FSMA licences	
4.2	TA	Licence data base	Licensing data base accurate and current to 1 month		

## AT A GLANCE

Program 1: Fisheries Management

### **SUB PROGRAM IV) LEGAL FRAMEWORKS AND INTERNATIONAL LAW**

#### **GOAL 1:**

Develop model management and legal frameworks and assist members to develop and implement arrangements that assure members:

- their tuna resources are being harvested sustainably;
- that maximum economic returns from the fishery are being realized; and
- that international obligations are being met.

#### **GOAL 2:**

Establish and maintain mutually effective and beneficial relationships with regional and international bodies, with a clear focus on the WCPFC.

### **SUB PROGRAM IV) LEGAL FRAMEWORKS AND INTERNATIONAL LAW**

**PURPOSE:** To assist members to ensure legal frameworks support fishery management and compliance arrangements, and meet international and regional obligations.

#### **OUTCOMES BY 2007:**

- Effective legal frameworks
- Effective participation by members in the WCPFC process

#### **SUCCESS INDICATORS**

- 5. Fishery regulation is supported by law
- 6. Member's legislation complies with international obligations
- 7. Prosecutions are successful

#### **MEASURE**

- 5. and 6. Review of member's legislation
- 7. Measure of successful prosecutions against total prosecutions

#### **OUTPUTS**

- Legal advice and briefings
- Model fishery legislation

REPORTING LEVEL TO FFC

#### **PERFORMANCE INDICATORS**

- xi. Level of satisfaction with advice and briefings
- xii. Number of legislation reviews

#### **MEASURE**

- xi. Survey of members to measure satisfaction
- xii. Annual report show increasing total

## **SUB PROGRAM IV) LEGAL FRAMEWORKS AND INTERNATIONAL LAW**

During 2005, this sub program will be responsible for the provision of general legal advice to the Secretariat and specific legal advice to the Secretariat and FFA member countries on international fisheries law, and national fisheries legislation. It will provide services in a broad range of legal areas particularly in the provision and development of strong legal frameworks for fisheries management. This will include assisting in the revision and review of fisheries legislation and regulations, and the development and investigation of alternative fisheries management models to ensure effective management and conservation of the tuna stocks.

The legal and international law sub program will be the focal point for the dissemination of information related to legal and international developments in fisheries through a network of legal officials in FFA countries, and to exchange information and review legal developments in the FFA member countries and internationally.

The sub program will deliver services relating to the legal aspects of international trade in fisheries particularly with respect to the fisheries debate at the World Trade Organisation (WTO). Close liaison will be maintained with the UN Food and Agriculture Organisation (FAO), SPC and University of the South Pacific (USP) on the development of regulations and relevant legislation on post-harvest fisheries and international non-tariff barriers.

International developments in a range of areas have an impact on the management and conservation of the tuna resource. The sub-program will closely monitor the developments with respect to the Sustainable Development of Small Island Developing States and other relevant forums and ensure members are aware of their obligations.

The sub program will deliver services with respect to the training on fisheries prosecutions and investigations, and provide a number of legal fellowship opportunities to staff from member countries.

Program 1. Fisheries Management

### **SUB PROGRAM IV) LEGAL FRAMEWORKS AND INTERNATIONAL LAW**

#### **OUTCOMES BY 2007:**

- Effective legal frameworks
- Effective participation by members in the WCPFC process

#### **OUTPUTS:**

1. Legal advice and briefings
2. Model fishery legislation

NO.	DIVISION	ACTIVITY TITLE	TARGETS		
			2005	2006	2007
1.1	LS	General legal advice	Advisory papers and briefings produced as required with an effective ad-hoc advisory service operating for small island developing States, and briefings prepared for Commission meetings		
1.2	EM/LS	Trade advice with focus on WTO requirements	Report on trading rules and barriers.  Assessment of implications of WTO legislation	Annual workshops and relevant papers on trade issues	
1.3	LS	International agenda	Report on emerging international issues, and progress with meeting international obligations		
1.5	LS	Communications	Quarterly legal E-newsletter for members (incorporated in FFA Newsletter)  Legal Case history data and assessment on web		
2.1	LS	Legal framework	Develop model fisheries legislation that includes international obligations	Ongoing analysis of member's legislation against model, with support for member's to improve legislation as required	
2.2	LS	Legal capacity building	Workshop on fisheries law and prosecutions, and legal fellowships		

## PROGRAM 2. FISHERIES DEVELOPMENT

### AT A GLANCE

Program 2: Fisheries Development

#### **SUB PROGRAM V) ECONOMIC DEVELOPMENT AND MARKETING SUPPORT**

##### **GOAL 3:**

Develop the capacity of members to create sustainable livelihoods for their people from the sustainable harvest and processing of their tuna resources

#### **SUB PROGRAM V) ECONOMIC DEVELOPMENT AND MARKETING SUPPORT**

**PURPOSE:** Provide advice on how to maximize economic and social benefits from harvesting and processing of fisheries resources, and advise members on forecast market conditions

##### **OUTCOMES BY 2007<sup>3</sup>:**

- Economic returns to members are improving
- In-country employment levels in harvesting and post harvest sectors are rising
- Increased awareness of investment opportunities

##### **SUCCESS INDICATORS**

- 8. Increasing percentage of total catch value returned to members
- 9. Employment levels within harvesting and post harvest sectors
- 10. In-country economic benefits attributed to tuna fishing
- 11. Increasing in-country investment

##### **MEASURE**

- 8. Economic performance indicator shows increasing percentage
- 9. Numbers of Pacific island nationals employed
- 10. Economic performance indicator shows increasing benefits
- 11. Economic performance indicator shows increasing investment

##### **OUTPUTS**

- Advice and briefings on market conditions and investment opportunities
- Private sector consultative bodies supported
- Fishery development plans
- Economic data base and performance indicators

<sup>3</sup>It is recognized that there is currently a paucity of data with which to measure these outcomes.

## REPORTING LEVEL TO FFC

### **PERFORMANCE INDICATORS**

- xiii. Level of member satisfaction with briefings and advice
- xiv. Consultative bodies making an effective contribution
- xv. Fishery development plans progressively prepared

### **MEASURES**

- xiii. and xiv Survey of members to measure satisfaction
- xv. Number of plans increasing

### **SUB PROGRAM V) ECONOMIC DEVELOPMENT AND MARKETING SUPPORT**

During 2005 this sub program will continue to provide market price data through the Tuna Market News. Services will be provided to members to assist them with project development feasibility studies where possible, and the drafting of national development plans aimed at stimulating investment. The sub program will also facilitate the involvement of the private sector in this process given its key role in the development process.

In response to requests from member, a new project for 2005 will be the development of economic performance indicators to assess whether our fisheries management policies, over time, are delivering real economic benefits.

2005 will also see the commencement of the European Union funded DEVFISH project.

Hopefully, the conclusion of the negotiation process leading up to the establishment of the new Commission, and the completion of a new strategic plan, will enable a greater focus on fisheries development and more resources to be placed into this important area.

Program 2. Fisheries Development

### **SUB PROGRAM V) ECONOMIC DEVELOPMENT AND MARKETING SUPPORT**

#### **OUTCOMES BY 2007:**

- Economic returns to members are improving
- In-country employment levels in harvesting and post harvest sectors are rising
- Increased awareness of investment opportunities

#### **OUTPUTS**

1. Advice and briefings on market conditions and investment opportunities
2. Private sector consultative bodies supported
3. Fishery development plans
4. Economic data base and performance indicators

NO.	DIVISION	ACTIVITY TITLE	TARGETS		
			2005	2006	2007
1.1	<b>EM</b>	Collation of tuna price data from world markets	Monthly market assessment report distributed through internet		
1.2	<b>EM</b>	Economic information data base	Develop specifications for data base to meet member's needs, implement, update annually and make available through internet		
2.1	<b>EM/ITS/Exec</b>	Private sector stakeholder bodies support	Data base of relevant private sector stakeholder organizations established and effective relationships established with major bodies		
3.1	<b>EM</b>	Fishery Development Plans	Develop or review National Fishery Development Plans as required		
3.2	<b>EM</b>	Fishery development advice	General advice provided upon request and small scale feasibility studies completed on request  Larger scale studies undertaken subject to resource availability		
4.1	<b>EM</b>	Economic performance indicators	Develop indicators that measure economic outcomes	Data collection against agreed indicators Commence reporting at 12 monthly intervals	

## AT A GLANCE

Program 2: Fisheries Development

### **SUB PROGRAM VI) TREATY, ACCESS AND TRADE NEGOTIATIONS**

#### **GOAL 3:**

Develop the capacity of members to create sustainable livelihoods for their people from the sustainable harvest and processing of their tuna resources.

### **SUB PROGRAM VI) TREATY, ACCESS AND TRADE NEGOTIATIONS**

**PURPOSE:** To assist members to achieve fair outcomes from treaties and other legal arrangements.

#### **OUTCOMES BY 2007:**

- US Treaty amendments ratified by all Parties
- EU Treaty discussions resolved
- Benefits to members from access agreements are improving
- FFA members effective participants in the WCPFC

#### **SUCCESS INDICATORS**

12. US Treaty amendment ratified
13. Level of satisfaction with outcome of Treaty discussions with EU
14. Increasing level of return from access arrangements
15. Level of satisfaction with WCPFC Secretariat support

#### **MEASURE**

12. Completion
13. Survey of members to measure satisfaction
14. Economic performance indicator shows increasing benefits
15. Survey of members to measure satisfaction

#### **OUTPUTS**

1. Run effective forums that create opportunities for members to effectively caucus
2. Advice and briefings for Treaty, access and trade discussions, meetings and negotiations, as required
3. Negotiating brief for each Commission meeting

REPORTING LEVEL TO FFC

#### **PERFORMANCE INDICATORS**

- xvi. Level of satisfaction with:
- Meeting arrangements;
  - advice and briefing papers;
  - FFA Members participation at WCPFC; and
  - Treaty, access and trade negotiation outcomes.

## MEASURE

xvi. Survey of members to measure satisfaction

### **SUB PROGRAM VII) TREATY, ACCESS AND TRADE NEGOTIATIONS**

During 2005, the Treaty, Access and Trade Negotiation sub program will focus on providing assistance to members in negotiation of fisheries access agreements at both the multilateral and bilateral level, negotiations on fisheries trade issues, and discussions at meetings of the WCPFC.

Key issues to be addressed in the period 2005 to 2007 include the negotiation of a Fisheries Partnership Agreement with the EU, discussion on WTO rules on fisheries trade, including the treatment of subsidies and the establishment of a fully operational Fisheries Commission. Support to members will be provided through briefing documents and where appropriate studies addressing specific issues.

There are potentially significant benefits from an increases level of involvement of the FFA Secretariat through proactive engagement in this area. This sub program is another that requires consideration of appropriate levels of resources to effectively deliver on the aspirations and expectations of members.

Program 2. Fisheries Development

### **SUB PROGRAM VII) TREATY, ACCESS AND TRADE NEGOTIATIONS**

#### **OUTCOMES BY 2007:**

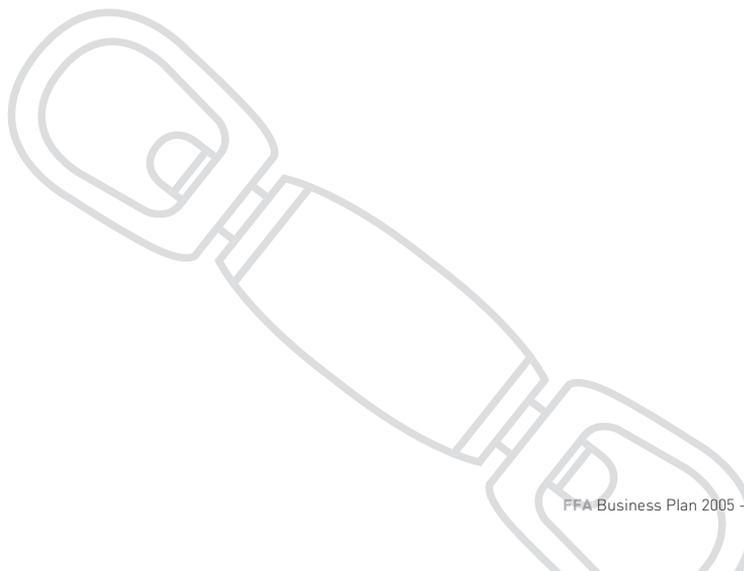
- US Treaty amendments ratified by all Parties.
- EU Treaty discussions resolved.
- Benefits to members from access agreements are improving.
- FFA Members effective participants in the WCPFC.



## OUTPUTS

1. Run effective forums that create opportunities for Members to effectively caucus
2. Advice and briefings for Treaty, access and trade discussions, meetings and negotiations, as required
3. Negotiating brief prepared for each Commission meeting

NO.	DIVISION	ACTIVITY TITLE	TARGETS		
			2005	2006	2007
1.1	<b>Exec</b>	Discussion forums to develop agreed regional positions	Ensure sufficient meetings, workshops and other forums each year to ensure effective caucusing to progress member's priority issues through agreed regional positions		
2.1	<b>EM/Exec</b>	Policy advice and communications	Advice and briefings prepared on request, in a timely manner, and with efficient communications between members before conferences and negotiation forums		
2.2	<b>EM</b>	Support trade negotiations	Participate in relevant trade forums, with a focus on WTO fisheries issues, with reports to members as required		
2.3	<b>EM</b>	Fisheries Partnership Agreement with EU	Members support negotiating strategy and proposed agreement framework	Agreement discussions concluded	
2.4	<b>TA</b>	Ratification of US Treaty amendments	US Treaty amendments ratified by all Parties		
3.1	<b>EM/TA/LS/MCS/</b>	WCPFC participation	Prepare advice for members as required to ensure full and effective participation		



# SUPPORT PROGRAM

## AT A GLANCE

### SUPPORT PROGRAM

#### CORPORATE SECRETARIAT MANAGEMENT AND MEMBER SUPPORT SERVICES

##### AIMS:

- to ensure the FFA operates efficiently and effectively with high standards of corporate governance; and
- to provide assistance to members in preparing for regional and international forums, securing resources to achieve agreed programs and projects, and monitoring performance.

##### OUTCOMES BY 2007:

- Quality corporate governance practices
- Effective human resource, finance, IT and asset and knowledge management services
- Involvement of members in forums is supported by high quality practices, with programs receiving confident donor support

##### SUCCESS INDICATORS

1. Governance practices meet established standards
2. Corporate services delivered efficiently
3. Members satisfied they are taking an increasingly effective role in forums

##### MEASURES

1. and 2. Annual independent financial audit and triennial independent review of corporate governance and corporate services efficiency and effectiveness
3. Survey of members to measure satisfaction

<b>OUTPUT</b>	<b>OUTPUT</b>	<b>OUTCOMES</b>
1.	Governance and executive leadership	High standards of ethics and integrity govern the operations of FFA
2.	Budget and finance	Financial services and budget management in conformity with FFA Convention rules and regulations, and which satisfy donor requirements
3.	Asset management	Assets managed in accordance with recognized standards and Asset Management Plan
4.	HR management	Effective HR services in accordance with FFA Convention and staff regulations
5.	Staff development	Training that support appropriate levels of skills enhancement in accordance with staff development plan
6.	Information technology	FFA operations supported by appropriate IT and communication services
7.	Knowledge and information management	Principles, policies, and procedures documented concerning data and information governance, records management and library collections  Effective storage, retrieval and maintenance of all information
8.	Office services	Internal management and control systems ensure efficient operation of FFA offices
9.	OHS	Systems in place that ensure staff operate within a safe working environment with appropriate risk management procedures
10.	Conference and meeting support	Ensure members are fully prepared and resourced to make an effective contribution to relevant forums
11.	Negotiation support	Assist members to achieve successful outcomes from negotiations
12.	Travel logistics	Assist members and staff with the organization of official travel arrangements
13.	Donor and grant funding	Preparation of funding submissions to donor and grant bodies, and ensure equitable distribution of benefits amongst members
14.	Regional relationships	Ensure positive relations exist between FFA and CROP members
15.	Performance reporting	Provide members with timely and accurate performance information
16.	Capacity building	Assist members to develop individual and institutional capacity in all aspects of fisheries management

This support program should be read in conjunction with the FFA programs and sub-programs. It comprises the FFA's executive, corporate support and IT roles. It illustrates the assistance that will be provided to members in preparing for regional and international forums, in securing resources to achieve agreed programs and projects, and in monitoring performance.

## CORPORATE SECRETARIAT MANAGEMENT AND MEMBER SUPPORT SERVICES

### OUTCOMES BY 2007:

- Quality corporate governance practices
- Efficient and effective human resource, finance, IT and asset management service.
- Involvement of members in forums is supported by high quality practices, with programs receiving confident donor support

NO.	DIVISION	ACTIVITY TITLE	TARGETS		
			2005	2006	2007
1.1	<b>Exec/CS</b>	Review of FFA governance	NZ paper presented to FFC meeting in May	Approved governance standards and practices implemented	
1.2	<b>Exec</b>	FFA Convention	FFC discussion on need to review the FFA Convention	If FFC approve review, organize workshop	If FFC approve review, FFC agree changes "in principle"
2.1	<b>CS</b>	Budget and work program development	Annual budget and work program developed for approval at annual FFC meeting		
2.2	<b>CS</b>	Budget reporting	Monthly budget variance reports to Executive and Division Heads Budget reports in accordance with donor requirements		
2.3	<b>CS</b>	Financial services	Timely processing of transactions. Assistance provided to staff in preparing funding submissions		
			Review banking facilities	Review of investment account strategy	
2.4	<b>CS</b>	Financial records	Appropriate financial records maintained and independently audited on an annual basis		

NO.	DIVISION	ACTIVITY TITLE	TARGETS		
			2005	2006	2007
3.1	<b>CS</b>	Asset management program developed and implemented (including asset maintenance and replacement (e.g. upgrading office facilities) and new infrastructure requirements (e.g. houses)	Review of property portfolio  Review future staff accommodation needs	Funding for property review sought (asset replacement/improvement/new infrastructure)	Funding secured
4.1	<b>CS</b>	Human resources (HR) services	HR systems and payroll effectively provided		
4.2	<b>Exec</b>	Staff reviews	Complete review of structure, staffing levels, grading and staff regulations	Implement approved outcomes	
4.3	<b>CS</b>	CR0P employment terms and conditions harmonisation	Complete review and report to FFC	Implement approved outcomes	
4.4	<b>CS</b>	HR support systems review	Investigate aligning HR and finance systems	Implement outcomes	
5.1	<b>CS</b>	Staff development	Staff Development Program developed and implemented		
6.1	<b>ITS</b>	IT services	IT support meets organizational needs		
6.2	<b>ITS</b>	IT services review	Complete review present to FFC, and implement adopted recommendations	Develop and implement IT strategy	
6.3	<b>ITS</b>	IT policy	Review IT policy and procedures	Implement policy and procedures	
6.4	<b>ITS/CS/ Exec</b>	Website management	New website launched with member restricted area.  Intranet developed	Website maintained and continually improved	
7.1	<b>CS/ Exec</b>	Knowledge and information management systems (KIM)	Review records management systems. Investigate electronic file management. Codify KIM policies and procedures	KIM in accordance with documented policies and procedures	

NO.	DIVISION	ACTIVITY TITLE	TARGETS		
			2005	2006	2007
7.2	<b>CS</b>	Disaster Recovery Plan (e.g. contingencies for natural disasters and IT unrecoverable failure)	Review and document Agency disaster recovery arrangements	Implement and enforce systems	
8.1	<b>CS</b>	Office systems	Internal systems efficient and effective (e.g. library/reception/fax etc)		
8.2	<b>CS</b>	Review of internal corporate services policies	Review corporate services policies and procedures. Updated policies and procedures on intranet	Corporate policies and procedures implemented	
9.1	<b>CS</b>	OHS	Develop OHS policy for FFA	Implement policy and review as required	
10.1	<b>Exec</b>	Conference advice	Timely advice on forthcoming conferences and meetings		
10.2	<b>Exec/TA/LS/EM/MCS</b>	WCPFC participation	Prepare advice to members prior to each meeting of the Scientific, and Technical and Compliance Committees of the Commission, and a negotiating brief prior to meetings of the WCPFC, to ensure full and effective participation		
11.1	<b>Exec</b>	Co-ordination and support for negotiations	Facilitation and leadership of members in negotiations as required		
12.1	<b>CS</b>	Travel arrangements	Timely and efficient organization of officials travel		
13.1	<b>Exec</b>	Donor relationships	Programmed consultative meetings with donor agencies as required		
13.2	<b>Exec</b>	Resource allocation amongst members	Secretariat resources allocated to meet members needs in accordance with guidance from FFC		
14.1	<b>Exec</b>	Regional relationship management	Attendance at annual CROP meeting, with programmed liaison meetings with relevant regional agencies		
14.2	<b>CS/Exec</b>	Regional communications	Produce brochure explaining role of FFA. Quarterly newsletter through website		
15.1	<b>Exec</b>	Performance monitoring	Annual report to FFC against strategic directions in the Strategic Plan, and success and performance indicators in the Business Plan		

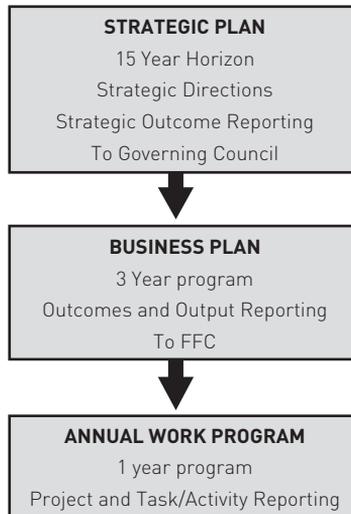
NO.	DIVISION	ACTIVITY TITLE	TARGETS		
			2005	2006	2007
16.1	<b>CS</b>	Register of consultants	Call for expressions of interest for register of consultants. Establish consultant's register and make available to members through member only area on website		
16.2	<b>EM</b>	Fishery management capacity building	Attendance of delegation at Seafood Directions conference. Attend international meetings	Attendance of delegation at 'Sharing the Fish' conference. Attend international meetings	Attendance of delegations at international meetings
16.3	<b>EM</b>	Fishery management course register	Register of suitable courses established and provided through website		

## STRATEGIC PLANNING OVERVIEW

The FFA has developed a new Strategic Plan to guide the Agency over the next 15 years and establishes some key high level outcomes to be achieved. The Strategic Plan sets the strategic directions to be pursued by the Agency and consequently has the strong support and ownership of the FFC.

The Strategic Plan, Business Plan and the Annual Work Program together comprise the strategic planning framework for the FFC and the Secretariat as shown below in Diagram A.

**DIAGRAM A – STRATEGIC PLANNING FRAMEWORK**



Whilst the FFC clearly sets strategic direction through the Strategic Plan, the Secretariat has the role of establishing the goals and outputs that need to be followed through the Business Plan to ensure that the Strategic Plan is delivered in accordance with the direction of the FFC.

The preparation of the three year business plan operates parallel with the Strategic Plan and its objectives, as well as providing an appropriate planning structure to support three year funding commitments from major donor organisations.

The Strategic Plan for the FFA (2005 – 2020) establishes the context for the three year business plan. The Strategic Plan provides direction for the FFA over the next 15 years. The Business Plan adds the flesh to the bones of this strategic framework and outlines the expected outputs and resulting outcomes to be achieved over the next three year period.

The Secretariat will report to the FFC against the specified performance indicators at this level on an annual basis. This will enable the FFC to focus attention on progress against the Strategic Plan at an appropriately high level.

Beneath the three year Business Plan, the Annual Work Program and Budget will be developed that will detail the tasks that need to be completed to deliver the outputs for the next year, as identified in the Business Plan. Under the FFA Convention, the Annual Program is approved by the FFC, but responsibility for ensuring implementation rests with the Secretariat. The focus of the FFC must be strategic and remain on the key output performance indicators.

The Business Planning framework is based upon the two key programs – Fisheries Management and Fisheries Development identified in the Strategic Plan.

These two programs are supported by Member Support Services that delivers the range of support functions that enable the effective operation of the FFA.

The Corporate Management function ensures the efficient and effective operation of the FFA under executive governance arrangements. These corporate services are directed and managed internally and play a vital role in assisting the smooth operation of the FFA.

The Fisheries Management Program is split into four sub-programs reflecting the major activities in this area:

- Ecosystem-Based Fisheries Management
- Monitoring and Compliance
- Treaties and Sub-Regional Arrangements Administration
- Legal Frameworks and International Law

The Fisheries Development Program is similarly split into two sub-programs:

- Economic Development and Marketing Support
- Treaty, Access and Trade Negotiations

A number of Outputs are specified for each sub-program together with performance indicators. For each Output, a number of Projects/Activities are identified, together with broad targets, over a three year period that will need to be completed to deliver these outputs. The annual program will then break these projects/activities down to a level of detail that will assist management, delivery and monitoring of these activities by the management team.

It is envisaged that the Business Plan will be reviewed at the end of each year. This review will provide the basis for the annual report to the FFC on achievements in that year, and will also extend the Business Plan over the following three year period. This will ensure that the Business Plan remains a living document that continually advances progress against the strategic plan. A major review of the Business Plan should be undertaken after three years.

## BUSINESS PLAN REVIEW

There should be an annual review of the Business Plan. This would entail an assessment of progress against the success indicators, performance indicators and targets for the previous year as the basis for preparation of the annual report to FFC. This review should also include a look ahead to the next three years, with the projects/activities being adjusted as needed, together with the targets for the next year. The targets should also be extended to the furthest year out within the three year planning horizon. This will keep the business plan a live and contemporary document that will be the driver for the activities of the FFA.

In the fifth year of the Strategic Plan, consideration should be given to a more comprehensive review of the Business Plan to ensure that it remains relevant and appropriate. It is anticipated that as new priorities emerge outcomes and outputs should be recast in terms of the next three year period. These in turn will determine the projects/activities and tasks to be delivered over the next three years. Whilst much will not change, there will inevitably be a new emphasis that needs to be given to the Business Plan.

## GOVERNANCE/PERFORMANCE MONITORING

Performance monitoring is not an easy task for organisations such as the FFA who provide a range of services that assist others to achieve "results on the ground". It is difficult to "measure" what level of contribution or service has been delivered that contributed towards a successful (or otherwise) outcome. The best approach is to look for levels of accountability and indicators that enable an assessment to be made on whether the FFA has delivered "value for money". These "success indicators" will often be intangible relying on the experience and judgement of members.

Diagram B – Governance /Accountability Framework presents the way in which governance and oversight will be applied to current strategic planning framework.

The Governance/Accountability hierarchy (Diagram B) outlines suggests levels of accountability within the strategic planning framework. As a high level, strategically focused body, FFC should be primarily concerned with monitoring progress towards achieving the strategic outcomes in the strategic plan, and the shorter term outcomes identified in the three year business plan. To a large extent, this will be a matter for the judgement of FFC members, based upon the annual report from the FFA Director against the performance indicators in the Strategic Plan together with the success indicators in the Business Plan. There will be a number of measures that will inform the judgement on whether success indicators have been met, but

in themselves, success indicators are not directly measurable. A useful exercise will be to look at the range of data that is currently available that can be reasonably gathered together to make such judgement as objective as possible. For example, trend data on the number of offences detected will inform a judgement on the success indicator "level of compliance with prescribed arrangements across zone and high seas fisheries".

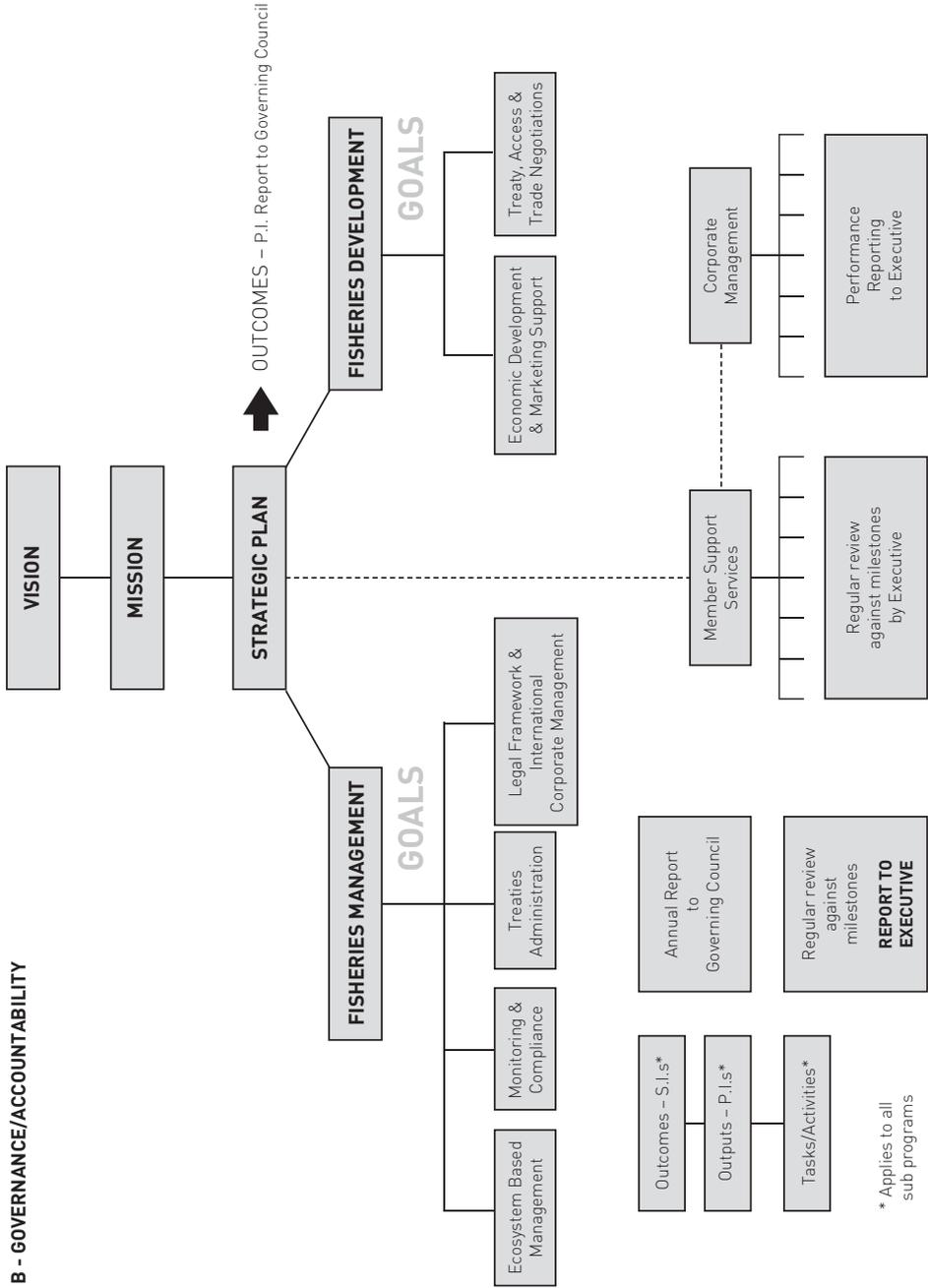
Assessment of progress will be further assisted by reference to the output performance indicators in the Business Plan which are more measurable. These indicators rely heavily on the assessment of performance by members against the performance indicators, and an annual survey of members should be carried out, preferably by an independent body, such as SPC, to capture this information.

Below the output indicator level, it is suggested that the FFC should exercise confidence in the Executive to plan and deliver the annual program, and avoid the temptation to "micro-manage". Delivery of the annual program is rightly an executive delivery role, rather than that of the governing council who should remain focused on the strategic outcomes and outputs.

Beneath the Business Plan, the divisional heads will develop the annual program. This will identify milestones during the year that will need to be met for projects and activities to be delivered on time. If a database is developed it should allow these projects and activities to also be tracked, with the monthly budget variance reports also providing an assessment of expenditure against allocated budget.

The Executive and Management Team will review progress against these milestones and budget allocations on a monthly basis, taking corrective action where variances from the approved program are identified. The annual program can in turn be used to establish the performance plans of divisional heads, ensuring a seamless hierarchy between the Strategic Plan, Business Plan, Annual Program, and the Performance Management System.

**DIAGRAM B - GOVERNANCE/ACCOUNTABILITY**





## FFA MEMBERS



### PACIFIC ISLANDS FORUM FISHERIES AGENCY

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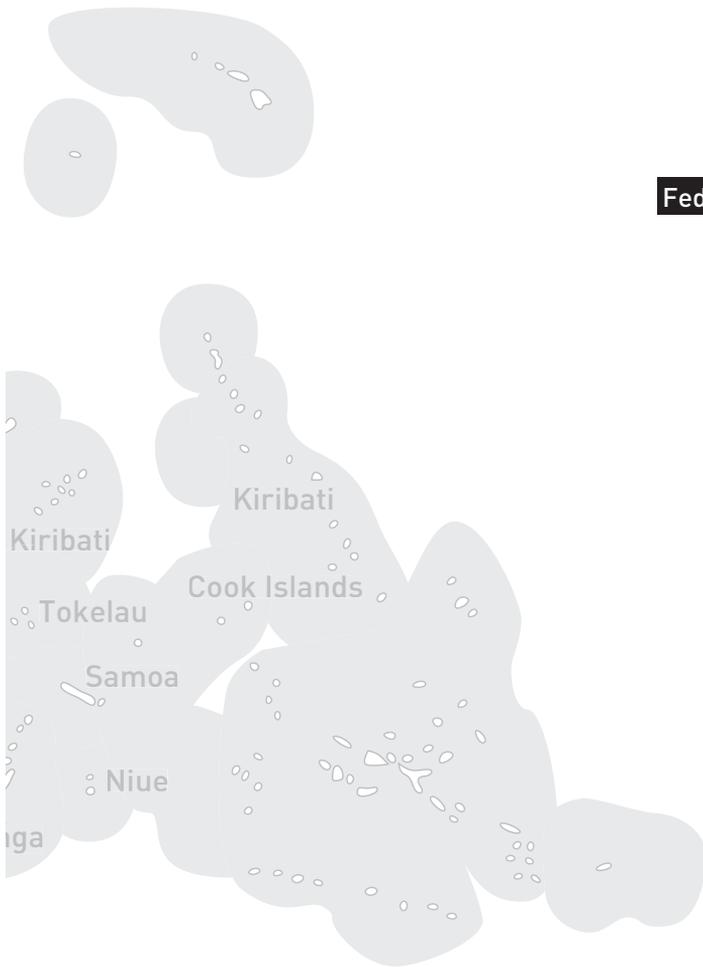
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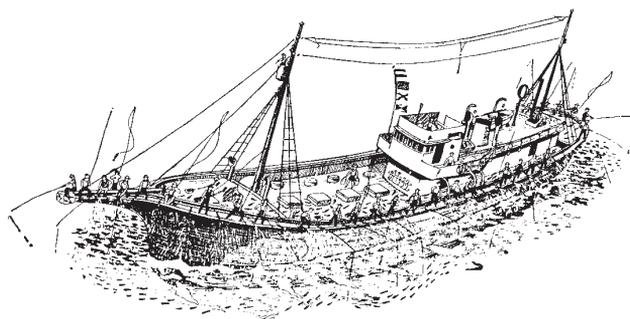
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