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**DRAFT MEDIUM-TERM WCPFC CORPORATE PLAN**

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**WCPFC15-2018-29  
20 November 2018**

**Paper by the Secretariat**

**Purpose**

1. This paper presents for the consideration of the Commission a draft Medium-Term Corporate Plan.

**Background**

2. The Commission at WCPFC14 (December 2017) when considering the way forward with the Draft Strategic Plan, could not agree to pursue further the Strategic Plan and instead agreed to task the Secretariat to develop a Medium-Term Corporate Plan and to report back to WCPFC15.

3. When tasking the Secretariat to develop a Corporate Plan, the Commission did not prescribe a process or provide instructions on how to develop such a plan nor did it provide a budget for its development. In light of the heavy schedule for intersessional work the Commission sanctioned for 2018, the Secretariat decided against setting up a process to engage and consult with members and stakeholders on the development of the Medium-Term Corporate Plan. Instead, the Secretariat engaged a consultant to assist with the scribing of the draft Corporate Plan and was also committed to provide a best effort attempt to develop a Plan capable of demonstrating the benefits of organizing Commission affairs according to a business planning document.

4. In the absence of members consultations, there was reliance on the materials gathered during the consultations with members and stakeholders in 2016 when developing the draft Strategic Plan as reflections of some of the views and perspectives of Commission members and stakeholders. Accordingly, the goals and guiding objectives for the Medium-Term Corporate Plan were adapted and are refinements of those in the draft Strategic Plan. The operational activities for the draft Medium-Term Corporate Plan were developed taking into account the Harvest Strategy Workplan, SC Research Plan, draft TCC Workplan and 2018 WCPFC subsidiary body reports and relevant 2018 Intersessional Working Group deliberations.

## **The Draft Medium-Term Corporate Plan**

5. The draft Medium-Term Corporate Plan provides for a simple framework that spans over three years and requires annual review and updating. It is premised on six **Goals** that are supported by several accompanying **Guiding Objectives**. The Guiding Objectives are further expanded in an **Operational Plan** that defines the **Operational Activities** that support the implementation of the Guiding Objectives and lists **Performance Measures** intended to assess the performance of those Guiding Objectives and Operational Activities. The Operational Plan also attempts to indicate those that are responsible for implementing those objectives and activities and likely sources of funding (**Responsibility and Funding**).

6. For each of the Goals, the Operational Plan sets out a **Schedule of Activities** over a period of three years. The Schedule of Activities identifies for each year the actual activities required and anticipated to implement the Operational Activities that in turn contribute to the achievement of the Guiding Objectives. The activities and the rest of the plan are reviewed annually with the Schedule of Activities rolled over with the added year maintaining its three years coverage.

## **Issues for the Commission**

7. As mentioned above, the draft Medium-Term Corporate Plan lack any direct input from members and other stakeholders. It is not an ideal process to develop a Corporate Plan for a membership organization like WCPFC. It is very much a best effort attempt by the Secretariat to present a planning framework that can contribute to better management and forward planning for the Commission's affairs. The Secretariat views the draft plan very much as a work in progress and will be guided by the Commission on how it wishes to progress its development.

## **Recommendation**

8. WCPFC15 is invited to consider the draft Medium-Term Corporate Plan.

# Western and Central Pacific Fisheries Commission

## DRAFT CORPORATE PLAN

[Dated 20<sup>th</sup> November 2018]

### Forward

[The Chair or Executive Director to provide after endorsement of content of the Corporate Plan addressing inter alia:

- the history of the Commission;
- personal view of achievements and challenges and in particular meeting the needs and expectations of developing coastal states in particular small island developing states and territories and achieving compromise between in-zone management and that for the high seas and the EEZs of non-SIDS member states;
- the difficulties with agreeing a strategic plan for the Commission as a whole and the decision by WCPFC 14 to develop a medium-term Corporate Plan;
- the value of having an agreed corporate plan to guide the work of the Commission and its Secretariat;
- the future of the Commission from an optimistic/realistic perspective.]

## **Establishment of the Commission**

The Convention on the Conservation and Management of Highly Migratory Fish Stocks in the Western and Central Pacific Ocean (the WCPFC Convention) entered into force in June 2004. The objective of the Convention is to ensure, through effective management, the long-term conservation and sustainable use of highly migratory fish stocks in the western and central Pacific Ocean (WCPO) in accordance with the 1982 United Nations Convention on the Law of the Sea and the 1995 UN Fish Stocks Agreement. For this purpose, the Convention established the Commission for the Conservation and Management of Highly Migratory Fish Stocks in the Western and Central Pacific Ocean (WCPFC) comprising of members, cooperating non-members and participating territories (CCMs) and accredited observers.

## **Role of this plan**

The Convention remains the foundational and guiding document for the Commission's ongoing work. This three-year corporate plan (the Plan) seeks to guide efforts to operationalize the objectives and mandate of the Convention and the collective decisions taken at annual meetings of members.

The Plan took account of the broad goals developed during consultations with CCMs in 2016 to establish priorities for the work of the Commission in developing effective fisheries management arrangements. Further, the plan will help focus energy and mobilize resources, strengthen operations, and ensure that CCMs and other stakeholders including the Secretariat work cooperatively and efficiently towards common goals.

The Plan will be reviewed and updated annually.

## **Meetings of the Commission and associated bodies**

The Commission holds annual meetings and is presided over by a Chair and a Vice-Chair, who are elected from amongst the contracting parties. Four subsidiary bodies support the work of the Commission and meet in the months prior to the annual meeting, which is always held in December. These are the Scientific Committee, the Technical and Compliance Committee, the Northern Committee, and the Finance and Administration Committee. All Commission decisions are generally taken by consensus however, voting is permitted for certain decisions. It is the outcomes of these subsidiary bodies, where confirmed and agreed by the Commission, that determine the content of this Plan and progress towards its goals.

## **WCPFC Strategic Vision**

*Effective management, long-term conservation, and sustainable use of highly migratory fish stocks in the WCPO for present and future generations through the application of precautionary fisheries management, based on the best scientific information available, while minimizing adverse social and environmental impacts and giving full recognition to the special requirements of developing States Parties to the Convention, in particular of Small Island Developing States (SIDS) and territories. (Adopted at WCPFC7)*

## **Goals and Objectives**

The goals and guiding objectives in the Plan are refinements of those of the final Draft Strategic Plan, which was considered at WCPFC 14, when the instruction for the Secretariat to prepare a medium-term corporate plan was given. The order of the goals and guiding objectives is not intended to reflect any order of precedence.

### **GOAL #1: Develop and implement harvest strategies**

#### ***Guiding objectives***

1. Ensure best possible information to enable effective management of key stocks.
2. Develop and test harvest strategies, based on the Harvest Strategy Workplan.
3. Where appropriate integrate economic and environmental considerations including climate change into the evaluation of harvest strategies.
4. Develop, agree and implement measures that at least maintain stocks above agreed limit reference points with sufficient probability, and where appropriate at or around target reference points.

### **GOAL #2: Develop and implement ecosystem-based fisheries management**

#### ***Guiding objectives***

1. Maintain functionality and biodiversity of the oceanic fisheries ecosystem.
2. Enhance data collection for non-target, associated and dependent species (NTADS).
3. Monitor the impacts of fishing and long term environmental change on NTADS in order to identify systematic trends and to identify emerging issues.
4. Minimize waste and pollution, including discards.

### **GOAL #3: Enhance compliance with conservation and management measures**

#### ***Guiding objectives***

1. Identify and address non-compliance with appropriate responses and remedial measures.
2. Combat illegal, unreported, and unregulated (IUU) fishing.
3. Enhance, develop, and implement port-state and flag-state measures.
4. Enhance, develop, and implement monitoring, compliance, surveillance, and enforcement tools.
5. Assist CCMs in addressing their capacity challenges in order to better enhance compliance.

### **GOAL #4: Strengthen capacity of developing states, in particular small island developing states and territories, to manage and develop their tuna fisheries**

#### ***Guiding objectives***

1. Support the effective input and participation of member developing States and territories in the meetings of the Commission.

2. Support the development of management and technical capability and capacity in developing states and territories to enable them to implement WCPFC Conservation and Management Measures (CMMs) and other obligations.
3. Develop a sustainable financing mechanism for the Special Requirement Fund established under article 30(3) of the WCFC Convention.

**GOAL #5; Enhance Commission operations by collecting, managing and deploying best available data**

***Guiding objectives***

1. Enhance and sustain quality and accessibility of robust scientific and technical data to inform management decisions.
2. Enhance and integrate the Commission's information management systems to provide timely input and outputs.

**GOAL #6; Enhance the transparency and effectiveness of Commission governance and operations**

***Guiding objectives***

1. Enhance transparency of the Commission's governance and operations such that CCMs and other stakeholders can more effectively participate in the work of the Commission.
2. Reduce the environmental impact from the Commission's Headquarters building and from all travel funded by the Commission.
3. Improve the financial management and building maintenance through sound management and following best practices.

## Operational Plan

### Goal 1: Develop and implement harvest strategies.

Objective	Operational activities	Performance Measures	Responsibility and funding
Ensure best possible information to enable effective management of key stocks.	<p>Undertake scheduled stock assessments in accordance with SC advice.</p> <p>Update the Strategic Research Plan (SRP) (2011-2016) to reflect new knowledge and research areas, concentrating on research for key tuna stocks.</p> <p>Data and research to underpin assessments and scientific advice undertaken.</p>	<p>Schedule of stock assessments over three years completed.</p> <p>SRP updated and includes 'tuna research plan'.</p> <p>Critical research within the plan undertaken to support management of key stocks.</p> <p>Assessments and advice supported by robust data and information.</p>	SPC, under core commission funding (MOU), Commission, relevant research bodies, ISC (MOU).
Develop and test harvest strategies, based on the Harvest Strategy Work Plan.	<p>Refine fishery objectives during definition of target reference points and harvest strategies for key fisheries/species.</p> <p>CCMs and sub-regional groupings discuss and agree harvest strategies (including harvest control rules).</p> <p>Technical and compliance-related advice provided to support development of harvest strategies, including consideration of harvest control rules.</p>	<p>Fishery objectives specified and published on the WCPFC web site.</p> <p>Interim/final target reference points for yellowfin (YFT), bigeye (BET) and SP albacore agreed.</p> <p>Schedule of harvest strategy development as per the HS work plan.</p> <p>Level of stakeholder engagement and input.</p>	CCMs, Commission, SPC under NZ funding and core Commission funding (MOU), ISC (MOU).

	Use MSE to inform the development and agreement of harvest strategies that best meet CCM objectives.	Level of stakeholder engagement and input.  MSE testing completed and used to modify/select/agree harvest strategies.	CCMs, SPC under NZ funding
Where appropriate integrate economic and environmental considerations including climate change into the evaluation of harvest strategies.	Develop economic information to support Commission considerations, including relevant management objectives.  Increase understanding of purse seine and longline fleet behaviour.  Develop fishery objectives as a precursor to setting / finalising target reference point for key fisheries / species.  Use MSE to test robustness of harvest strategies to key uncertainties, including foreseeable climate change, to ensure strategies can achieve TRPs.	Robust economic information available to underpin analyses.  Behaviour of fleets (including effort creep) sufficiently understood to underpin scenarios in MSE testing.  MSE testing completed against key uncertainties, including where appropriate agreed climate change scenarios.	CCMs, FFA, SPC under NZ and EU funding, additional funding required for parts of the fleet behaviour analyses)
Develop, agree and implement measures that at least maintain stocks above agreed limit reference points with sufficient probability, and where appropriate at or around target reference points.	Develop and agree revised CMMs for tropical tunas and the southern longline fishery, including albacore that encapsulate agreed harvest strategies.	CMMs agreed and implemented.	CCMs, Commission

## Schedule of activities – Develop and implement harvest strategies

Operational activities	2019	2020	2021
Undertake scheduled stock assessments in accordance with SC advice.	Assessments for skipjack, Southwest Pacific striped marlin, western and central North Pacific striped marlins.	Assessments for yellowfin, bigeye, Pacific bluefin tuna, NP albacore.	Assessment for south Pacific albacore, SP swordfish
Update the Strategic Research Plan (2011-2016) to reflect new knowledge and research areas, concentrating on research for key tuna stocks.	Update Strategic Research Plan.	Ongoing	Ongoing
Data and research to underpin assessments and scientific advice undertaken.	Ongoing	Ongoing	Ongoing
Refine fishery objectives during definition of target reference points and harvest strategies for key fisheries/species.	Ongoing	Ongoing	Ongoing
CCMs and sub-regional groupings discuss and agree harvest strategies (including harvest control rules).	Develop HCRs for SPA and SKJ. Review SKJ TRP. Agree TRP for BET and YFT	Develop HCRs for BET, SKJ, YFT. Adopt HCR for SKJ.	HCRs adopted for BET, SKJ and YFT.
Technical and compliance-related advice provided to support development of harvest strategies, including consideration of harvest control rules.	Ongoing	Ongoing	Ongoing
Use MSE to inform the development and agreement of harvest strategies that best meet CCM objectives.	MSE for all four species (primarily purse seine and southern longline fisheries)	MSE for all four species	MSE for BET, SPA and YFT
Develop economic information to support Commission considerations, including relevant management objectives	Ongoing	Ongoing	Ongoing

Increase understanding of purse seine and longline fleet behaviour.	Ongoing	Ongoing	Ongoing
Develop fishery objectives as a precursor to setting / finalising target reference point for key fisheries / species.	Ongoing	Ongoing	Ongoing
Use MSE to test robustness of harvest strategies to key uncertainties, including foreseeable climate change, to ensure strategies can achieve TRPs.	Ongoing	Ongoing	Ongoing
Develop and agree revised CMMs for tropical tunas and the southern longline fishery, including albacore that encapsulate agreed harvest strategies.	Ongoing	Ongoing	Ongoing

**GOAL #2: Develop and implement ecosystem-based fisheries management.**

Objective	Operational activities	Performance Measures	Responsibility and funding
<p>Maintain functionality and biodiversity of the oceanic fisheries ecosystem.</p>	<p>Monitor ecosystem structure and function through research on, <i>inter alia</i>, trophic relationships, size and species structure, and ecosystem health indicators.</p> <p>Where necessary, develop appropriate management interventions to maintain ecosystem functionality and diversity.</p>	<p>Research results presented to SC.</p> <p>CMMs agreed and implemented as necessary.</p>	<p>SPC, CCMs, Commission</p>
<p>Enhance data collection for non-target, associated and dependent species (NTADS).</p>	<p>Continue to collect NTADS data through increases observer coverage of key tuna fisheries.</p> <p>Continue to develop ER/EM approaches to supplement and complement existing data collection.</p> <p>Expanded (spatially and temporally) collection of samples for the tissue bank. Continued curation of tissue bank to support ecosystem analyses.</p>	<p>Regular reviews of operational catch and efforts data submission for key fisheries indicate increases in coverage.</p> <p>Regular reviews of observer coverage levels of key fisheries indicate increases in coverage.</p> <p>Human and EM-derived observer coverage increases to reach at least a coverage of 20% in areas where independent data collection and verification is currently low.</p> <p>Tissue bank maintained and developed through additional sampling. Coverage of species in space and time increased.</p>	<p>CCMs, Commission, SPC under core Commission funding (MOU) and funding support of other bodies.</p>

Monitor the impacts of fishing and long term environmental change on NTADS in order to identify systematic trends and to identify emerging issues.	<p>Develop relevant baseline levels</p> <p>Regular analyses of trends in relevant indicators of NTADS stocks.</p> <p>Modelling of the WCPO ecosystem to identify key areas of concern, including impacts of climate change and fishing.</p> <p>Development and testing of relevant ecosystem indicators.</p>	<p>Baseline levels developed and trends monitored over long term (beyond the timescale of this plan).</p> <p>Ecosystem models developed/improved with capability to assess fishery/climate impacts.</p> <p>Ecosystem indicators tested and monitored.</p>	CCMs, Commission, SPC (recent bycatch work funded by ABNJ. New sources of funding needed for future work on bycatch and ecosystem science and indicators), other relevant research bodies.
Minimize waste and pollution, including discards.	<p>Implement and assess compliance with CMM 2017-04 (marine pollution CMM).</p> <p>BMIS used to support management considerations to minimise interactions with unwanted (and discarded) species.</p>	<p>Compliance with obligations under CMM 2017-04.</p> <p>BMIS updated with latest findings to support management considerations.</p>	<p>CCMs, TCC</p> <p>SPC (recent bycatch work funded by ABNJ. New sources of funding needed for future work).</p>

### Schedule of activities- Develop and implement ecosystem-based fisheries management

Operational activities	2019	2020	2021
Monitor ecosystem structure and function through research on, <i>inter alia</i> , trophic relationships, size and species structure, and ecosystem health indicators.	Review need for management intervention.	Ongoing	Ongoing
Where necessary, develop appropriate management interventions to maintain ecosystem functionality and diversity.	Ongoing	Ongoing	Ongoing
Continue to collect NTADS data through increased observer coverage of key tuna fisheries.	Ongoing	Ongoing	Ongoing

Continue to develop ER/EM approaches to supplement and complement existing data collection.	Ongoing	Ongoing	Ongoing
Expanded (spatially and temporally) collection of samples for the tissue bank. Continued curation of tissue bank to support ecosystem analyses.	Ongoing	Ongoing	Ongoing
Develop relevant baseline levels (of impacts of fishing and long term environmental change on NTADS)	Implement CMM 2017-04	Ongoing	Ongoing Review CMM 2017-04 and consider if expanded scope is needed.
Regular analyses of trends in relevant indicators of NTADS stocks.	Ongoing	Ongoing	Ongoing
Modelling of the WCPO ecosystem to identify key areas of concern, including impacts of climate change and fishing.	Ongoing	Ongoing	Ongoing
Development and testing of relevant ecosystem indicators	Ongoing	Ongoing	Ongoing
Implement and assess compliance with CMM 2017-04 (marine pollution CMM).	Ongoing	Ongoing	Ongoing
BMIS used to support management considerations to minimise interactions with unwanted (and discarded) species.	Ongoing	Ongoing	Ongoing

### Goal 3: Enhance compliance with conservation and management measures

Objective	Operational activities	Performance measures	Responsibility and funding
Identify and address non-compliance with appropriate responses and remedial measures.	Monitor and review compliance with CMMs.  Develop corrective actions to encourage and incentivize CCM's compliance with the Commission's obligations, where non-compliance is identified	Regular reviews of compliance with CMMs are routinely completed for CCMs.  Agreement of corrective actions associated with [the Compliance Monitoring Scheme/CMMs].	TCC, Commission
		Implement corrective measures.	TCC / CCMs
Combat illegal, unreported, and unregulated (IUU) fishing.	Assessment of IUU vessel nominations and review of vessels currently on IUU Vessel List.	Implement CMM 2010-06.	TCC
	Develop a risk-based assessment framework to inform compliance assessments and ensure obligations are meeting the objectives of the Commission.	Agreement of a risk-based framework. Application of the framework to determine obligations for assessment. High risk obligations are assessed. Risks associated with unclear obligations are mitigated through CMM revision.	Consultant, Secretariat, TCC, CCMs Commission
Enhance, develop and implement port-state and flag-state measures.	Develop mechanism to provide funding support to SIDS CCMs (CMM 17-02 para 25).  Implement CMM 2017-02.	CCMs designate ports Increase in number of port inspections Increase in capacity of SIDS to implement port State measures	Commission CCMs/Donor agencies Secretariat
Enhance, develop and implement monitoring,	Review the implementation of cooperative measures for monitoring, control, surveillance and enforcement adopted by the Commission and make such	Annual report(s) of the WCPFC Secretariat, which should address relevant technical and compliance issues, which may include HSBI, ROP, VMS, RFV, Data Rules, transshipment,	TCC Secretariat

compliance, surveillance and enforcement tools.	recommendations to the Commission as may be necessary.	port State inspections and implementation of minimum standards for port state measures. and note the Executive Director's report on these matters	
Assist CCMs in addressing their capacity challenges in order to better enhance compliance.	Identify capacity needs through Annual Reporting, Compliance monitoring scheme and CMM 2013-06/CMM 2013-07.	Capacity Development Plans (CDP) submitted Reports against CDPs Developing State CCMs move from "Capacity Assistance Needed" to "Compliant" status under CMS	TCC Secretariat CCMs
	Develop audit points to clarify the assessment of existing Commission obligations, and develop a new proposal checklist to ensure that new proposals adopted by the Commission include clear audit points for assessment.	Audit points for existing obligations identified Guidelines for new proposals agreed and implemented CMS assessments of obligations carried out against agreed audit points New proposals have clearly defined audit points prior to adoption	CCMs/Secretariat TCC Commission

#### Schedule of activities: Enhance compliance with conservation and management measures

Operational activities	2019	2020	2021
Monitor and review compliance with CMMs.	Ongoing	Ongoing	Ongoing
Develop corrective actions to encourage and incentivize CCM's compliance with the Commission's obligations, where non-compliance is identified.	Develop corrective actions	Develop corrective actions	Develop corrective actions
Assessment of IUU vessel nominations and review of vessels currently on IUU Vessel List.	Ongoing	Ongoing	Ongoing

Develop a risk-based assessment framework to inform compliance assessments and ensure obligations are meeting the objectives of the Commission.	Develop framework	Develop framework	Implement framework
Develop mechanism to provide funding support to SIDS CCMs (CMM 17-02 para 25).	Implement Strategic Investment Plan (SIP) Review SRF funding following first year of SIP implementation.	Implement Strategic Investment Plan (SIP)	Implement Strategic Investment Plan (SIP)
Implement CMM 2017-02	Ongoing	Ongoing	Ongoing
Review the implementation of cooperative measures for monitoring, control, surveillance and enforcement adopted by the Commission and make such recommendations to the Commission as may be necessary	Ongoing	Ongoing	Ongoing
Identify capacity needs through Annual Reporting, Compliance monitoring scheme and CMM 2013-06/CMM 2013-07	Ongoing	Ongoing	Ongoing
Develop audit points to clarify the assessment of existing Commission obligations, and develop a new proposal checklist to ensure that new proposals adopted by the Commission include clear audit points for assessment	Develop audit points and guidelines and integrate with CMS	Assess obligations against audit points Review implementation of audit point-based compliance assessment Review new proposals in accordance with guidelines	Assess obligations against audit points Review new proposals in accordance with guidelines

**Goal 4: Strengthen capacity of developing states, in particular small island developing states and territories to manage and develop their tuna fisheries.**

<b>Objective</b>	<b>Operational Activities</b>	<b>Performance Measures</b>	<b>Responsibility and funding</b>
Support the effective input and participation of member developing States and territories in the meetings of the Commission.	Support additional participation by SIDS and territories to meetings of the Commission.	WCPFC15 to decide on funding mechanism and approach to support additional participation by SIDS and territories to meetings of the Commission	Commission CCMs Secretariat
Support the development of management and technical capability and capacity in developing states and territories to enable them to implement WCPFC Conservation and Management Measures (CMMs) and other obligations.	Match capacity and capability requirements of developing states and territories with appropriate investment strategies so they can be progressed in an initial 3-year trial period.	WCPFC15 to adopt Strategic Investment Plan for 3 years	Commission CCMs/Donor agencies Secretariat
	Ensure that there are ways to identify capacity needs through Annual Reporting, Compliance monitoring scheme and CMM 2013-06/CMM 2013-07.	(Annually?) Update and review Strategic Investment plan to reflect capacity needs identified	CCMs/Donor agencies SC TCC FAC Secretariat
Develop a sustainable financing mechanism for the Special Requirement Fund established under article 30(3) of the WCFC Convention.	Utilisation of the SRF for implementation of the SIP  Review of the SRF funding mechanism following one year implementation of the SIP.	Expenditure of SRF funds in accordance with the SIP  Provision of funding to the SRF	Secretariat CCMs

**Schedule of activities: Strengthen capacity of developing states, in particular small island developing states and territories, to manage and develop their tuna fisheries.**

<b>Operational activities</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Support additional participation by SIDS and territories to meetings of the Commission	Commission to decide on additional funding for SIDS participation.	Ongoing	Ongoing
Match capacity and capability requirements of developing states and territories with appropriate investment strategies so they can be progressed in an initial 3-year trial period	Implementation of SIP (SRF)	Ongoing	Ongoing
Ensure that there are ways to identify capacity needs through Annual Reporting, Compliance monitoring scheme and CMM 2013-06/CMM 2013-07	Implementation of Capacity Development Plans	Ongoing	Ongoing
Utilisation of the SRF for implementation of the SIP	Implement Strategic Investment Plan (SIP)  Review SRF funding following first year of SIP implementation.	Implement Strategic Investment Plan (SIP)	Implement Strategic Investment Plan (SIP)
Review of the SRF funding mechanism following one year implementation of the SIP	Ongoing	Ongoing	Ongoing

**Goal 5: Enhance Commission operations by collecting, managing and deploying best available data**

Objective	Operational Activities	Performance Measures	Responsibility and funding
<p>Enhance and sustain quality and accessibility of robust scientific and technical data to inform management decisions.</p>	<p>Provision of operational and scientific data, enhancing timeliness in provision, coverage and quality where necessary review of Commission reporting requirements (e.g. increase longline observer coverage)</p> <p>Review Commission monitoring programmes and reporting requirements, consider Commission’s data needs and collection programmes and identify data gaps and priority areas for fishery monitoring improvement.</p> <p>Identify new data sources/requirements to support the work of the Commission (e.g. Harvest Strategy requirements, such as certain economic data; enhanced collection of biological sampling data)</p> <p>Support approaches for improved data collection standards (e.g. e-methodologies) to ensure more timely and accurate data provisions.</p>	<p>Provision of operational and scientific data from all CCMs</p> <p>More efficient and representative reporting, meeting the Commission’s requirements, including the reduction of duplicative reporting requirements.</p> <p>Improved timeliness in provision, coverage and more accurate data through cross-validation with different sources of data.</p> <p>Monitoring strategy implemented is consistent with Harvest Strategy work plan.</p> <p>New standards demonstrate more timely and accurate data.</p>	<p>Secretariat SPC CCMs TCC</p>
<p>Enhance and integrate the Commission's information management systems to provide timely input and outputs.</p>	<p>Further develop the Commission IMS to provide additional user functionality and address duplicative reporting.</p> <p>Further develop the Commission IMS to other WCPFC online tools to provide additional CCM</p>	<p>Increased user functionality of the IMS</p> <p>Increased CCM understanding/capacity to utilise the IMS</p>	<p>Secretariat SPC CCMs</p>

	<p>user functionality, including user extraction and access tools.</p> <p>Further develop the WCPFC scientific databases and DB management systems to satisfy user requirements, improve data integration and user functionality, ensure timely dissemination to authorized users, and continue to meet the scientific requirements of the Commission.</p>	<p>WCPFC Scientific data satisfy the stakeholder requirements (e.g. all relevant data are available when and as required)</p>	
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**Schedule of activities: Enhance Commission operations by collecting, managing and deploying best available data**

<b>Operational activities</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Provision of operational and scientific data, enhancing timeliness in provision, coverage and quality where necessary review of Commission reporting requirements (e.g. increase longline observer coverage)	Ongoing	Ongoing	Ongoing
Review Commission monitoring programmes and reporting requirements, consider Commission's data needs and collection programmes and identify data gaps and priority areas for fishery monitoring improvement.	Ongoing	Ongoing	Ongoing

Identify new data sources/requirements to support the work of the Commission (e.g. Harvest Strategy requirements, such as certain economic data; enhanced collection of biological sampling data)	Ongoing	Ongoing	Ongoing
Support approaches for improved data collection standards (e.g. e-methodologies) to ensure more timely and accurate data provisions.	Ongoing	Ongoing	Ongoing.
Further develop the Commission IMS to provide additional user functionality and address duplicative reporting.	Ongoing	Ongoing	Ongoing
Further develop the Commission IMS to other WCPFC online tools to provide additional CCM user functionality, including user extraction and access tools	Ongoing	Ongoing	Ongoing
Further develop the WCPFC scientific databases and DB management systems to satisfy user requirements, improve data integration and user functionality, ensure timely dissemination to	Ongoing	Ongoing	Ongoing

authorized users, and continue to meet the scientific requirements of the Commission.			
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**Goal 6: Enhance the transparency and effectiveness of Commission governance and operations.**

<b>Objective</b>	<b>Operational activities</b>	<b>Performance Measures</b>	<b>Responsibility and funding</b>
Enhance transparency of the Commission's governance and operations such that CCMs and other stakeholders can more effectively participate in the work of the Commission.	Implementation of the Strategic Investment Plan (SIP)  Ongoing implementation of Commission RoP, Financial Regulations etc.	Improved participation by members in the meetings of the Commission.  Annual achievement of unqualified audits	Commission. Funding to be provided by core funding and/or special projects funds.
Reduce the environmental impact from the Commission's Headquarters building and from all travel funded by the Commission.	Development of a purchasing policy that takes environmental impact into considerations. Increase the use of solar power. Implement a system for carbon purchases. Develop a strategy to minimize the amount of garbage that is not recycled.	100% offset of overall carbon footprint from travel.  Converting the Commission's Headquarters office to Zero net energy (ZNE) building through the 100% use of solar power.  Recycling/reusing a minimum of 60% of all trash generated by the Secretariat.	Commission. Funding to be provided by core funding and/or special projects funds.
Improve the financial management and building maintenance through sound management and following best practices.	Development of a plan for managing the capital expenditures related to maintaining the commission's headquarters building.	Adoption of a long term plan for managing the capital expenditures related to maintaining the commission's headquarters building and development of funding mechanism to implement the maintenance plan	Commission. Funding to be provided by core funding and/or special projects funds.

**Schedule of activities - Enhance the transparency and effectiveness of Commission governance and operations.**

<b>Operational activities</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Implementation of the Strategic Investment Plan (SIP)	The first year of three years trial of the SIP.	The second year of three years trial of the SIP.	The final year of three years trial of the SIP with a review to take place at the 2021 FAC meeting.
Ongoing implementation of Commission Rules of Procedures, Financial Regulations etc.	Ongoing.	Ongoing.	Ongoing.
Development of a purchasing policy that takes environmental impact into considerations. Increase the use of solar power. Implement a system for carbon purchases. Develop a strategy to minimize the amount of garbage that is not recycled.	Install an additional 20 kVA solar panels at Commission HQ building. Increase recycling/repurposing of trash to 20%. Start the purchase of carbon offsets for Commission purchased flights.	Increase recycling/repurposing of trash to 40%. Install an additional 20 kVA solar panels at Commission HQ building to achieve a Zero net energy (ZNE) building.	Increase recycling/repurposing of trash to 60%.
Development of a plan for managing the capital expenditures related to maintaining the commission's headquarters building.	Hire a consultant to assess the Headquarters building and present the findings to FAC.	Alter the financial regulations to include a capital building management fund.	Ongoing