



FIFTH REGULAR SESSION
FINANCE AND ADMINISTRATION COMMITTEE
Second Session
Busan, Republic of Korea
7-12 December 2008

BUSINESS PLAN IMPLEMENTATION REPORT

WCPFC5-2008-FAC2/08

10 November 2008

Introduction

1. WCPFC4 adopted a revised Business Plan for the Secretariat and agreed to review it at WCPFC5. The revised Business Plan is attached together with a summary matrix of performance measures.

Implementation

2. Implementation of the revised plan in its entirety was constrained by the lag in recruiting to the positions of ICT Manager, in particular, and Vessel Monitoring System Manager and relocation to the permanent headquarters building, together with the pace of developments in relation to a Commission Vessel Monitoring System and a Regional Observer Programme. Nevertheless it has been a most useful management tool in 2008 providing an important reference in the internal work programme assessment process. It is expected that it will become more prominent and integrated in 2009 when it is anticipated that formal mechanisms for feedback from CCMs can be established, IT based systems are more advanced and the independent review of the Science Function will have been completed.

Recommendation

3. The Committee is invited to note the revised 2008 – 2010 Business Plan for the Secretariat together with the performance matrix summary and to provide guidance or comment as it considers appropriate.



Business Plan

for

The Secretariat of

The Western and Central Pacific Fisheries Commission

2008 - 2010

Table of Contents

Introduction	2
Strategic Context of the Secretariat	3
Functional Program and Organisational Structure (2008-2010)	4
Resources	5
Programme 1	6
<i>Receiving and transmitting the Commission’s official communications.</i>	6
Objective: To effectively and efficiently coordinate and disseminate the Commission’s official communications.	6
Programme 2	7
<i>Facilitating the compilation and dissemination of data necessary to accomplish the objective of the Convention;</i>	7
Objective: To compile and disseminate data provided by CCMs in compliance with data access and dissemination policies and procedures adopted by the Commission. ...	7
Programme 3	8
<i>Preparing administrative and other reports for the Commission and its subsidiary bodies.</i>	8
Objective: Effective technical and administrative support to the Commission and its subsidiary bodies.....	8
Programme 4	9
<i>Administering agreed arrangements for monitoring, control and surveillance and the provision of scientific advice;</i>	9
Objective: Professional administrative and technical support for arrangements for monitoring, control and surveillance in relation to the implementation of conservation and management measures and scientific advice agreed by the Commission or under consideration by the Commission.....	9
Programme 5	10
<i>Publishing the decisions of and promoting the activities of the Commission and its subsidiary bodies;</i>	10
Objective: To raise awareness to a high level and to promote a good understanding of the activities of the Commission and its subsidiary bodies.	10
Programme 6	11
<i>Treasury, personnel and other administrative functions.</i>	11
Objective: Treasury, personnel and administrative function provide timely and effective support to the Commission.	11
STAFFING CHART	13
ORGANISATIONAL CHART	14

Introduction

Secretariat as a servant of the Commission

This Business Plan describes the corporate level functions and activities considered necessary for the Secretariat to provide efficient and effective technical and administrative support to the strategic direction of the Commission as determined by its Members.

Commission's commitment to the Secretariat's administrative arrangements.

Considerable effort was invested in the development of the Commission's administrative arrangements throughout the Preparatory Conference period by its Working Group 1. At PrepCon III, (Manila Philippines, November 2002) Working Group 1 presented a structure that reflected the basic principles that had been agreed at earlier sessions in terms of size, efficiency and cost effectiveness. That structure implied an overall staffing level, after three years of 17 (eight professional and nine support staff and it was noted that the specific aspects of the structure would continue to evolve. It was also noted that the budget would similarly be subject to evolution to enable the Secretariat and its operations to be resourced at levels that allow it to provide high quality support for the efficient operation of its functions under the Convention but that gives it the capacity to provide the analysis and advice that will allow the Commission and Members, Non-Members and Participating Territories (CCMs) to identify and address problems before they become critical. In regard to conditions of service the Preparatory Conference agreed to align the Commission's staff terms and conditions with those of the member organisations of the Council of Regional Organisations in the Pacific (CROP)

Risks

There are several risk factors outside of the control of the Secretariat that unless managed by the Commission will prejudice the implementation of this plan. Prominent amongst these are the support of CCMs including the provision of sufficient resources and appropriate facilities, the level of CCMs' compliance with the provisions of management measures, the ability to recruit and accommodate suitable staff, and complementarity of the business plan with the Strategic Plan currently under development.

Staffing assumptions

In preparing this Plan provision has been made for the Secretariat's organisational structure to include, over time, additional professional positions, specifically a Director Technical Operations and a Vessel Monitoring System Manager as well as additional support positions to support the Vessel Monitoring System and the Regional Observer Programme. In addition the position of Data Administrator has been redesignated and redesigned as Systems Development Officer. The establishment and funding for these positions are conditional on subsequent approval by the Commission. The proposed organisational chart is at page 14.

Headquarters arrangements

The effective implementation of this Business Plan will be influenced by the operating environment in Pohnpei. Key factors in this regard will be the successful establishment of the Secretariat in a modern, fully functional, headquarters building and a capacity to recruit, and retain, appropriately qualified and experienced staff.

Monitoring and Evaluation

The period of the Secretariat's Business Plan is 2008 to 2010 is in line with the budget horizon set by the Commission at its Third Regular Session held in Apia, Samoa in December 2006. The

Corporate Plan covers a five year period 2008 to 2012 as it takes a longer term perspective of the Commission's aspirations. It is proposed that in 2010 a review of the Business Plan be undertaken. As well as considering whether the Business Plan and Corporate Plan time frames should directly align the review would be able to draw on the corporate knowledge gained from the experiences of the Commission and the Secretariat since its creation in late 2005, be better informed about the Commission's priorities for the Secretariat, resources, and prospective operating conditions and constraints. In the interim there will be annual reports to the Commission by the Executive Director against the performance indicators.

Strategic Context of the Secretariat

The strategic context for this Business Plan is the Convention on the Conservation and Management of Highly Migratory Fish Stocks in the Western and Central Pacific Ocean, in particular Article 2 and Articles 15 parts 4 and 5, the Commission's Financial Regulations and the Commission's Strategic Plan¹.

Convention

Article 2

Objective: The objective of this 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 in accordance with the 1982 Convention and the Agreement.

Article 15

The Secretariat.

4. *The Secretariat functions shall **include** the following:*

- (a) *receiving and transmitting the Commission's official communications;*
- (b) *facilitating the compilation and dissemination of data necessary to accomplish the objective of the convention;*
- (c) *preparing administrative and other reports for the Commission and the Scientific and Technical and Compliance Committees;*
- (d) *administering agreed arrangements for monitoring, control and surveillance and the provision of scientific advice;*
- (e) *publishing the decisions of and promoting the activities of the Commission and its subsidiary bodies; and*
- (f) *treasury, personnel and other administrative functions.*

5. *In order to minimise costs to the members of the Commission, the Secretariat to be established under this Convention shall be cost effective. The setting up and the functioning of the Secretariat shall, where appropriate, take into account the capacity of existing regional institutions to perform certain technical secretariat functions.*

Strategic Plan¹

Strategic Plan Objective 3: The Commission's Secretariat provides high quality and efficient administrative and technical support to Commission Members and other stakeholders.

¹ The Commission's Strategic Plan is a companion draft document (WCPFC4-2007-FAC1/07) to be considered at WCPFC4, December 2007 and to be subject to further development during 2008.

Functional Program and Organisational Structure (2008-2010)

Function	Executive	Science & Technical and Compliance Programme		Information Communications & Technology and Administrative Support	
	Executive Director				
	<i>Director – Technical Operations (not established)</i>	Science Manager	Compliance Manager	ICT Manager	Finance & Administration Officer
	<i>Japanese Trust Fund Coordinator</i>	Regional Observer Programme Coordinator		<i>Systems Development Officer</i>	Office Manager Executive Assistant Treasury Assistant Secretary/Receptionist Driver/Maintenance Librarian/Archivist
		<i>Data Quality Officer(not established)</i>	VMS Manager		
		VMS Operator	Network Administrator		
		Data Entry Assistant			
<i>receiving and transmitting the Commission’s official communications;</i>	√	√	√	√	√
<i>facilitating the compilation and dissemination of data necessary to accomplish the objective of the convention;</i>	√	√	√	√	
<i>preparing administrative and other reports for the Commission and the Scientific and Technical and Compliance Committees;</i>	√	√	√		√
<i>administering agreed arrangements for monitoring, control and surveillance and the provision of scientific advice;</i>	√	√	√		
<i>publishing the decisions of and promoting the activities of the Commission and its subsidiary bodies;</i>	√	√	√	√	√
<i>treasury, personnel and other administrative functions.</i>	√				√

Resources

The financial arrangements for the Commission are set out in Section 5 of the Convention. Key elements include:

Article 17

Funds of the Commission

1. *The funds of the Commission shall include:*
 - (a) *assessed contributions (refer Article 18);*
 - (b) *voluntary contributions;*
 - (c) *the fund established to facilitate the effective participation of developing States Parties, particularly small island developing states, and, where appropriate, territories and possessions, in the work of the Commission, including its meetings and those of its subsidiary bodies (refer Article 30); and*
 - (d) *any other funds which the Commission may receive*

Article 18 and Financial Regulation 3

- *Annual and forecast years' budgets*
- *Budget Approval*
- *Contributions*
- *Finance and Administration Committee.*

Annual and forecast years' budgets

The Executive Director shall draft the proposed budget of the Commission for the ensuing year showing the source of funds and a forecast budget for the subsequent two² financial years and include a statement of the significant financial implications for subsequent financial years in respect of any proposed work programmes presented in terms of administrative, recurrent and capital expenditure. The draft budget shall include the costs required to finance the travel and subsistence for one representative from each developing State party to the Convention and, where appropriate, territories and possessions, to each meeting of the Commission and to meetings of relevant subsidiary bodies of the Commission.

Budget Approval (Finance and Administration Committee to advise the Commission.)

At each annual meeting, the Commission shall decide upon its annual budget and shall adopt the budget by consensus. If the Commission is unable to adopt a decision on the budget, the level of contributions to the administrative budget of the Commission shall be determined in accordance with the budget for the preceding year for the purposes of meeting the administrative expenses of the Commission for the following year, until such time as the new budget can be adopted by consensus. WCPFC3 established a Finance and Administration Committee, to meet at the annual session, to provide advice and recommendations to the Commission on matters related to budget, finance and administration of the Commission and discuss issues referred by the Commission

Contributions

The amount of the contribution to the budget shall be determined with the formula³ determined according to article 18, paragraph 2, of the Convention.

² The Commission's Financial Regulation 3.6 specifies a forecast budget for the subsequent financial year; however WCPFC3 agreed that for the time being at least forecast budgets be for the next two subsequent financial years.

³ The detail of the formula's algorithm is contained in the Commission's Finance Regulation 5.2

Programme 1

Receiving and transmitting the Commission's official communications.

Objective: To effectively and efficiently coordinate and disseminate the Commission's official communications.

Outcomes

- Effective dissemination of official communications
- Effective knowledge management

Outputs

- Communications received from Members of the Commission, Cooperating Non-Members and Participating Territories (CCMs) and other stakeholders for distribution processed in a timely manner.
- Commission circulars prepared and distributed to all CCMs and other relevant stakeholders in a timely manner with clarity and appropriate materiality and brevity.
- Effective commentary and procedural advice in response to communications received from CCMs.

Performance Indicators

- Distribution of communications received from CCMs and other stakeholders for dissemination within 48 working hours of receipt.
- The level of satisfaction expressed by CCMs and other stakeholders in regard to the handling and transmission of official communications.
- The level of satisfaction expressed by CCMs and other stakeholders in regard to the utility of Commission Circulars and other communications.

Measures

- Log information in regard to the turnaround of official communications
- Feedback from CCMs

Activities

- Establishment of cost effective hardcopy, telecommunications and IT based communication links including fibre optic cable (when available), internet bandwidth, facsimile services, courier and mail services together with appropriate website access in accordance with the Commission's information security policy and procedures.
- Management and maintenance of a current database of official and technical contacts.
- Development of internal and external communication protocols for the prompt, secure and efficient transfer of information between the Secretariat and stakeholders.

Programme 2

Facilitating the compilation and dissemination of data necessary to accomplish the objective of the Convention;

Objective: To compile and disseminate data provided by CCMs in compliance with data access and dissemination policies and procedures adopted by the Commission.

Outcomes

- The compilation of a comprehensive, accessible and understandable body of improving data provided by CCMs, sufficient, and of suitable clarity for the Commission to be able to make well informed decisions.
- The dissemination, analysis and common interpretation of the data necessary for the Commission's work.

Outputs

- Identification of the range of data necessary for the Commission to accomplish its objective as well as the types, forms and characteristics of the data sets identified.
- Data gaps identified by the Commission minimised.
- A comprehensive and integrated system for the collection, secure storage, efficient access and analysis of the necessary data in compliance with the Commission's Information Security Policy and procedures.
- A comprehensive and secure system for the dissemination, analysis and interpretation of the data necessary for the Commission's work.

Performance Indicators

- The level of the CCMs' satisfaction with the range, quality, accessibility and analysis of data being compiled by the Secretariat.
- The level of the CCMs' satisfaction with the dissemination of data compiled by the Secretariat.
- The degree to which the system for the collection and storage of the necessary data is consistent with known best practice and in compliance with the Commission's Information Security Policy and procedures.

Measures

- The results of satisfaction surveys of CCMs.
- The results of periodic assessments of data storage and collection protocols and practices against best practice standards by the Scientific Committee.

Activities

- Establishment of systems and procedures for the collection, storage and dissemination of data identified as necessary by the Commission.
- The development of an appropriate information, telecommunications, and technological operational framework that facilitates the capture, storage, access and analysis of the Commission's data resources consistent with information management and security best practice.
- The establishment and maintenance of arrangements with other organisations to enable the Commission to have access to necessary data held in non-Commission databases.

Programme 3

Preparing administrative and other reports for the Commission and its subsidiary bodies.

Objective: Effective technical and administrative support to the Commission and its subsidiary bodies.

Outcomes

- A well informed and well briefed Commission, together with well informed and well briefed subsidiary bodies.
- Accurate, timely and appropriately concise meeting records.

Outputs

- Timely, accurate, high quality, material, well formatted technical and administrative papers and reports for the regular meetings of the Commission and its subsidiary bodies that properly address the meetings' agenda items.
- Timely, accurate, high quality, material, well formatted records of the regular meetings of the Commission and its subsidiary bodies.

Performance Indicators

- Reports and meeting documents are available to CCMs in line with the required time frames.
- The level of CCMs satisfaction with the utility of reports and meeting documents provided.
- The level of CCMs satisfaction with the number of reports and meeting documents, their volume, quality and formats.
- The degree to which the range of reports and meeting documents provided complies with Commission directives and regulations as well as applicable international standards.

Measures

- Availability and quality of meeting documents.
- Record of reports distribution times.
- The results of satisfaction surveys of CCMs.
- Audit of documents produced against Commission requirements and applicable international standards.

Activities

- Development and management of a progressively refined schedule of reports and meeting documents required by the Commission and its subsidiary bodies.
- Establishment of mechanisms to obtain and synthesise systematic feedback and appraisals from CCMs in regard to reports and meeting documents.
- Enhancement of website access to reports/meeting documents and the operation of the *sharepoint* facility at meetings.
- Establishment of an integrated and consistent system for the recording of meeting proceedings, finalisation of agreed records and distribution of proceedings in electronic and hardcopy versions.
- Develop a “restricted CCMs only” area within the WCPFC web-site.

Programme 4

Administering agreed arrangements for monitoring, control and surveillance and the provision of scientific advice;

Objective: Professional administrative and technical support for arrangements for monitoring, control and surveillance in relation to the implementation of Conservation and Management Measures and scientific advice agreed by the Commission or under consideration by the Commission.

Outcomes

- Professional technical and administrative support available to support implementation of the Commission's agreed MCS Scheme.
- The agreed arrangements for monitoring, control and surveillance are administered in accordance with the decisions of the Commission.
- The agreed arrangements for the provision of scientific advice are administered in accordance with the decisions of the Commission.

Outputs

- Conservation and Management Measures agreed by the Commission and the consequent obligations are recorded, disseminated, monitored and systematically reported on.
- An integrated MCS scheme that meets the Commission's requirements.
- A Commission science structure and function that meets the Commission's requirements.
- The provision of cost effective high level support to the Scientific Committee and other sources of advice as directed by the Commission to enable the highest quality scientific advice to be available to the Commission.

Performance Indicators

- The extent to which a complete set of agreed Measures is available on the Commission's website and has been provided in a timely manner in hardcopy compendium form and in Word format to all CCMs and other RFMOs.
- The extent to which the Secretariat's role and functions in respect of the Commission's integrated MCS scheme is in line with Commission expectations.
- The level of satisfaction by the Commission of the Commission's science structure and function.
- The Commission's assessment of the qualitative standard of the scientific advice provided.
- The Commission's assessment of the utility of the scientific advice provided.

Measures

- Audit of agreed measures against what has been disseminated.
- The level of CCMs and industry satisfaction with the progress, functionality and utility of the Secretariat's support to the Commission's integrated MCS scheme.
- The level of CCMs satisfaction with the science structure and function.
- The level of CCMs satisfaction with the scientific advice provided.

Activities

- Establish a database of Conservation and Management Measures agreed by the Commission and a complementary database of the related obligations with appropriate internet and hardcopy access for CCMs.
- Disseminate details of the agreed Measures and related obligations to CCMs and RFMOs.
- Facilitate CCMs' implementation of a monitoring and reporting regime for the agreed measures.
- Develop, implement and manage the agreed Secretariat's support function to the Commission's integrated MCS scheme.
- Maintain and manage an MOU with SPC for the provision of science services. *(Subject to the outcomes of the proposed independent review adopted by the Commission).*
- Facilitate the provision of scientific advice to CCMs from the Scientific Committee and other sources of advice as directed by the Commission, as required.
- Undertake an independent review of the science structure and functions. Implementation of the Commission's decisions following the review.

Programme 5

Publishing the decisions of and promoting the activities of the Commission and its subsidiary bodies;

Objective: To raise awareness to a high level and to promote a good understanding of the activities of the Commission and its subsidiary bodies.

Outcomes

- A current full set of decisions by the Commission and its subsidiary bodies, available in a range of media and appropriately accessible.
- A good appreciation by stakeholders of the purpose of the Commission, the issues and challenges it needs to address and its programme of activities.

Outputs

- A compendium of decisions, with explanatory commentary where useful, in electronic and hardcopy forms, all suitably accessible.
- A program of information and education targeted at key stakeholders as identified by CCMs including fishing entities that may be involved in fishing or fishing related activities in the region, the media, industry, relevant NGOs, selected fisheries research and management organisations and other RFMOs.

Performance Indicators

- The number and proportion of Commission and subsidiary bodies' decisions not readily available in suitably accessible electronic and hardcopy forms.
- The level of awareness of the Commission and its objectives, its subsidiary bodies and of its activities among CCMs, the fishing industry, fisheries management and research organisations, other RFMOs and NGOs.

Measures

- Audit of Commission decisions against what has been disseminated.

- The level of response and recognition evident in CCMs and from decision makers, the fishing industry, fisheries management and research organisations, other RFMOs and NGOs
- Japanese Trust Fund Steering Committee reports.

Activities

- Establishment of a systematic process for the authoritative recording, collating and dissemination of decisions by the Commission and its subsidiary bodies, in electronic and hardcopy form as decisions are taken.
- Publication and maintenance of an updated electronic compendium of Commission decisions with regular publication in hard copy.
- Development and implementation, in conjunction with CCMs, of information and public awareness program and related policies and practices to maximize opportunities to promote awareness and support for the Commission's activities.

Programme 6

Treasury, personnel and other administrative functions.

Objective: Treasury, personnel and administrative function provide timely and effective support to the Commission.

Outcomes

- Efficient and compliant funds management and accounting systems.
- Efficient and compliant personnel policies and procedures.
- Efficient and compliant assets⁴ management and administrative support services.
- An information, communications and technology environment effectively servicing the Commission's requirements in a cost effective manner.

Outputs

- A compliant set of financial reports to the Commission.
- Sound asset, financial and human resource management policies and practices.
- Sound financial and administrative advice and support to the Executive Director and Secretariat staff.
- Compliant annual and forecast years' budgets.
- A cost effective and innovative information, communications and technology capability.
- Japanese Trust Fund Projects.

Performance Indicators

- Reports by the external auditor.
- The level of satisfaction of the Finance and Administration Committee with financial and administrative reports.
- The level of utility provided to the Finance and Administration Committee by budget and administrative documents.

⁴ "Assets" in this context includes financial, human, equipment, vehicles, and real property assets.

- The extent to which human resource management policies and practices are consistent with the CROP harmonised conditions of service and comparable international best practice.
- Feedback from the Executive Director and Secretariat staff about existing administrative policies and practices.
- Functional reports and feedback about the operation of the information, communications and technology systems.
- The number and level of success of projects funded by the Japanese trust Fund

Measures

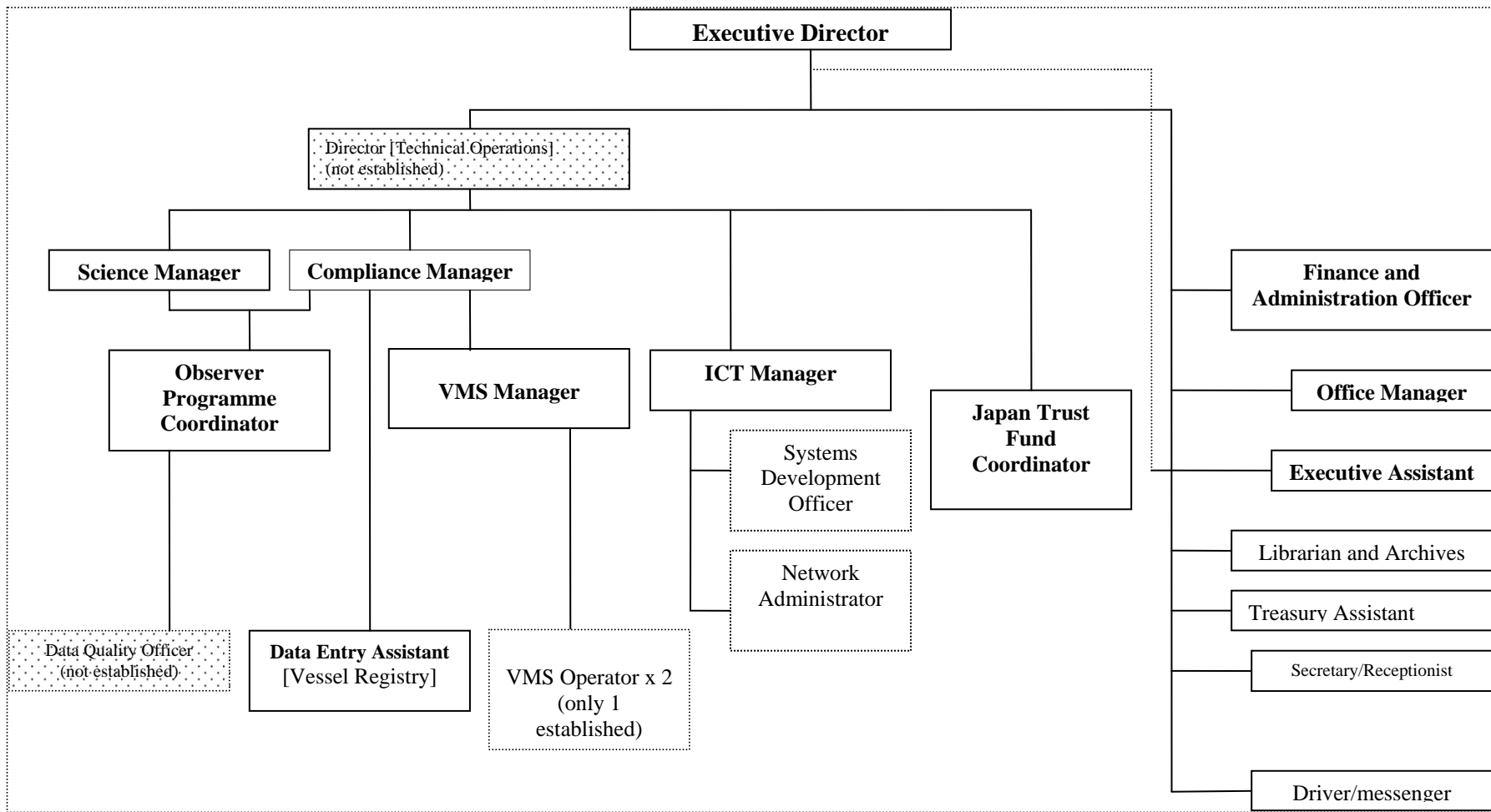
- External audit reports
- Level of satisfaction/dissatisfaction expressed by the Standing Committee on Finance and Administration Committee with financial and administrative reports and practices.
- Feedback from the Executive Director and Secretariat staff.

Activities

- Implementation and management of the ICT facilities.
- Implementation and management of financial accounting systems and human resource management systems.
- Implementation of an assets management system.
- Preparation and distribution of contribution letters and reminders.
- Implementation of a budget management system.
- Implementation of support services policies and procedures, including meetings' support and facilitation of travel arrangements.
- Cooperation with the external auditor.
- Japanese Trust Fund projects and fund coordination.

STAFFING CHART

Position	Staffing Time Schedule			
	2007	2008	2009	2010
Executive Director				
<i>Director Technical Operations</i> (not established)				
Science Manager				
Compliance Manager				
Regional Observer Programme Coordinator				
<i>Data Quality Officer</i> (not established)				
Data Entry Assistant				
VMS Manager				
VMS Operator #1				
<i>VMS Operator #2</i> (not established)				
ICT Manager				
Systems Development Officer				
Network Administrator				
Japan Trust Fund Coordinator				
Finance and Administration Officer				
Executive Assistant				
Office Manager				
Librarian and Archives				
Treasury Assistant				
Secretary/Receptionist				
Driver/messenger				



ORGANISATIONAL CHART

Bold = staffed.

Programme 1

Receiving and transmitting the Commission’s official communications.

Objective: To effectively and efficiently coordinate and disseminate the Commission’s official communications.

Performance Indicators	Measures
Distribution of communications received from CCMs and other stakeholders for dissemination within 48 working hours of receipt.	95% of communications distributed in required time frame.
The level of satisfaction expressed by CCMs and other stakeholders in regard to the handling and transmission of official communications.	No dissatisfaction formally expressed.
The level of satisfaction expressed by CCMs and other stakeholders in regard to the utility of Commission Circulars and other communications.	FFA members have expressed the view that circulars involving reporting deadlines and or including requests for comments on draft texts or proposals are supplemented by website information that sets out reporting and response deadlines.

Programme 2

Facilitating the compilation and dissemination of data necessary to accomplish the objective of the Convention;

Objective: To compile and disseminate data provided by CCMs in compliance with data access and dissemination policies and procedures adopted by the Commission.

Performance Indicators	Measures
The level of the CCMs’ satisfaction with the range, quality, accessibility and analysis of data being compiled by the Secretariat.	No adverse comments received from CCM’s or its subsidiary bodies ; however the Commission’s data bases and data monitoring systems are still in development and the outcome of the independent review of the Science function is pending.
The level of the CCMs’ satisfaction with the dissemination of data compiled by the Secretariat.	No formal survey undertaken however no adverse comments have been received.
The degree to which the system for the collection and storage of the necessary data is consistent with known best practice and in compliance with the Commission’s Information Security Policy and procedures	Implementation and integration of the Commission’s Information Security Policy (ISP) is at an early ongoing stage Satisfactory arrangements are in place with SPC, under the science and data services agreement, for specialist data collection, storage, security and monitoring of data submission by CCMs.

Programme 3

Preparing administrative and other reports for the Commission and its subsidiary bodies.

Objective: Effective technical and administrative support to the Commission and its subsidiary bodies.

Performance Indicators	Measures
Reports and meeting documents are available to CCMs in line with the required time frames.	Time frames met
The level of CCMs satisfaction with the utility of reports and meeting documents provided.	No formal survey undertaken; nonetheless no dissatisfaction has been expressed to the knowledge of the Secretariat.
The level of CCMs satisfaction with the number of reports and meeting documents, their volume, quality and formats.	No formal survey undertaken; nonetheless no dissatisfaction has been expressed to the knowledge of the Secretariat.
The degree to which the range of reports and meeting documents provided complies with Commission directives and regulations as well as applicable international standards.	95% compliance achieved. Some timeframes may be impractical and require review in due course. Website access remains under development.

Programme 4

Administering agreed arrangements for monitoring, control and surveillance and the provision of scientific advice;

Objective: Professional administrative and technical support for arrangements for monitoring, control and surveillance in relation to the implementation of Conservation and Management Measures and scientific advice agreed by the Commission or under consideration by the Commission.

Performance Indicators	Measures
The extent to which a complete set of agreed Measures is available on the Commission's website and has been provided in a timely manner in hardcopy compendium form and in Word format to all CCMs and other RFMOs.	A full set of Compliance Measures appears on the Commission website and distributed, following adoption by the Commission, to all relevant RFMOs.
The extent to which the Secretariat's role and functions in respect of the Commission's integrated MCS scheme is in line with Commission expectations.	The Secretariat endeavours to carry out all the Commission's instructions in regard to the development of a Commission MCS scheme.
The level of satisfaction by the Commission of the Commission's science structure and function.	An independent review of the Science Function is underway. An interim report will be provided to WCPFC5.
The Commission's assessment of the qualitative standard of the scientific advice provided.	An independent review of the Science Function is underway. An interim report will be provided to WCPFC5.
The Commission's assessment of the utility of the scientific advice provided.	Assessment subject to the outcome of the review (see above).

Programme 5

Publishing the decisions of and promoting the activities of the Commission and its subsidiary bodies;

Objective: To raise awareness to a high level and to promote a good understanding of the activities of the Commission and its subsidiary bodies.

Performance Indicators	Measures
The number and proportion of Commission and subsidiary bodies' decisions not readily available in suitably accessible electronic and hardcopy forms.	These are entirely available from the Commission's website.
The level of awareness of the Commission and its objectives, its subsidiary bodies and of its activities among CCMs, the fishing industry, fisheries management and research organisations, other RFMOs and NGOs.	The high level and range of registrations and attendance for and at the Commission's meetings suggests a good level of awareness. In addition there is an increasing level of engagement and coverage by various media bodies. Additional funding support from UNDP is an early indication that other international bodies, donors and non members are becoming increasing aware of the Commission and its objectives. However, increased awareness raising, both at the Commission and at the individual CCM level could be beneficial.

Programme 6

Treasury, personnel and other administrative functions.

Objective: Treasury, personnel and administrative function provide timely and effective support to the Commission.

Performance Indicators	Measures
Reports by the external auditor	Unqualified opinions provided as to fair and reasonable reporting as well as certifying compliance with accounting standards and Financial Regulations.
The level of satisfaction of the FAC with financial and administrative reports.	FAC2 will be first meeting since adoption of the Business Plan.
The level of utility provided to the FAC by budget and administrative documents.	FAC2 will be first meeting since adoption of the Business Plan.
The extent to which human resource management policies and practices are consistent with the CROP harmonised conditions of service and comparable international best practice.	Fully harmonised, however the current CROP recommendations in regard to salary increases may not be adopted.
Feedback from the Executive Director and Secretariat staff about existing administrative policies and practices.	Feedback is generally satisfactory but areas for improvement have been identified including the preparation of a user friendly set of administrative instructions.
Functional reports and feedback about the operation of the information, communications and technology systems.	These are in the early stages of development given the relatively recent arrival of the ICT Manager.