



FOURTH REGULAR SESSION

Tumon, Guam, USA

3-7 December 2007

DRAFT STRATEGIC PLAN

[2008-[2012]]

WCPFC4-2007-FAC1/07

5th November 2007

Prepared by the Secretariat

Introduction

1. The Ad Hoc Working Group on Finance and Administration which met during the Third Regular Session of the Commission, 11-15 December 2006 at Apia, Samoa advised the Commission that:

“Following the January 2007 Kobe meeting of RFMOs CCMs provide comments on the draft strategic plan included in document WCPFC3-2006/23 to the Executive Director by the end of April 2007, and following receipt of comments CCMs be invited to nominate expert assistance, at no cost to the Commission, to further develop a strategic plan for the Commission and a business plan for the Secretariat so that a revised set of plans can be brought to WCPFC4. The working group noted that in formulating revised draft plans there is a need to clearly distinguish between the business plan for the Secretariat and a strategic plan for the Commission as well as the need to have quantifiable and relatively simple performance measurement indicators as well as deadlines or milestones incorporated into the objectives”.

2. Subsequently, in plenary, WCPFC3 noted:

“While it did not have an opportunity to consider it in detail, the Commission noted the Chair’s Draft Programme of Work/Conservation Measures and Strategies (WCPFC3-2006/IP09) as a reference for future discussion regarding a strategy for prioritizing the work of the Commission for the period 2007–2011 (Attachment R). A medium to long-term strategic plan for the progressive development and implementation of the Commission’s work required further elaboration with input from the Commission’s three subsidiary bodies. The Secretariat was tasked with progressing this during 2007 together with the further development of a business plan to guide the role of Secretariat. [paragraph 182, WCPFC3 Summary Report].

3. In response to the above direction, which was followed up in Circular 2007/03 distributed on 14th February, the Secretariat received comments from Japan (received 9th May – Appendix A) and the FFA secretariat (received 30th April – Appendix B).

4. A revised draft Strategic Plan prepared by the Secretariat in collaboration with some CCMs is presented at Attachment C.
5. The Commission is invited to consider the revised draft Strategic Plan for the Commission attached and agree on a process for its further development, as required, adoption and implementation.



FISHERIES AGENCY

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Comments by Japan regarding the draft Business and Strategic Plan

May 2007

Dear Mr. Wright,

Japan very much appreciates the enthusiasm and efforts by the Secretariat in drafting the Business and Strategic Plan (the Plan) for the consideration by Members. At the same time, Japan feels difficulties in interpreting and evaluating the Plan for further refinement for following reasons;

- We understood that the Plan is a business plan of the Secretariat, not of the Commission. Therefore, we believe the Plan should focus principally on the activities of the Secretariat, which is not the case now; although the title of the Plan is "Business and Strategic Plan ... of the Commission Secretariat". We are particularly concerned that it apparently touches upon the future Commission's direction and something the Commission has not agreed (e.g., the Commission has not explicitly decided to "continue to increase the harvest of skipjack tuna").

- Secondly, we believe that background information should be as little as possible. The longer the document, the more difficult to reach an agreement. In this regard, discussion of Performance Indicator is not necessary since we would discuss performance review in the upcoming Commission based on the draft Suggested Criteria for Performance Review prepared by Ambassador David Balton in accordance with the decision of the Kobe Meeting.

Based upon those observations, we are afraid that Japan has to ask the Secretariat to re-draft the Plan so that it focuses on the elements of Secretariat's future work plan based upon what has been agreed by the Commission without voluminous descriptive statements and is concise (maximum 2 - 3 pages) for a prompt adoption by the Commission. Background information should be separated and attached as an explanatory note made by the Secretariat (not a part of Commission discussion for decision).

We appreciate continued efforts by the Secretariat and are prepared to continue working with it.

Best regards,

Akira Nakamae
Deputy Director-General, Fisheries Agency of Japan



30 April 2007

Mr Andrew Wright
Executive Director
WCPFC Secretariat
Kolonias, Pohnpei
Federated States of Micronesia

Dear Mr Wright,

RE: FFA Secretariat comments on draft WCPFC Strategic Plan (**WCPFC3-2006/23**)

The Draft Strategic Plan included in the document WCPFC3-2006/23 was a useful document for discussion purposes. FFA's main concern was that the document seemed to try to cover both the core business activities of the Commission which are centred on the work of the secretariat and the meetings of the subsidiary bodies, and the higher level functions of the Commission as they are set out in the Convention. These two levels of activity need to be dealt with separately; as a WCPFC Secretariat Business Plan sitting under a broader WCPFC Strategic Plan. This was a view that was shared by the WCPFC3 Ad hoc Working Group on Finance and Administration, and their recommendation in this regard was endorsed by the Commission (*in formulating revised draft plans there is a need to clearly distinguish between the business plan for the Secretariat and the strategic plan for the Commission*).

As a general comment, any efforts to summarise, interpret and prioritise the provisions of the Convention are bound to lead to complexities. Where possible direct quotes and language from the Convention should be used in such documents.

Suggested elements for a WCPFC business plan:

- The focus should be on the secretariat related functions, so performance indicators should relate to the Secretariat and the functioning of the subsidiary bodies;
- For example, section 2 describing the Commission's business would focus more on the operation of the WCPFC Record, the VMS and the observer programme that we expect to be a large part of the secretariat's day to day work and less on the Convention-level principles now included in Section 2.
- FFA would also expect section 3.2 on the Secretariat to be more detailed and more specific



FFA

Suggested elements for a WCPFC Strategic plan:

- The Strategic Plan, rather than interpreting the Convention text, should focus on the phased implementation of the elements that are set-out in the Convention. The Chairman's Draft Proposed Program of Work/Conservation Measures and Strategies (Attachment R to the WCPFC3 Report) is a useful reference in this regard.
- Special care should be taken to not pre-empt or pre-determine decisions on timing or prioritising of issues that the Commission is yet to make. Preferably dates and timelines for action should only be placed against issues that the Commission has made a formal decision on. For example the Commission VMS, activation dates through a phased-approach and outstanding tasks required.
- Input from the SC and TCC, as well as the Standing Committee on Finance and Administration would be essential.

A general comment on Performance Review:

The Draft Strategic Plan included in the document WCPFC3-2006/23 includes the concept of a framework for measuring the performance of the WCPFC in achieving its higher level objectives. This concept is related to the ongoing development of the Joint-Tuna RFMO Performance Review Criteria through 2007, the outcomes of which, should be available for the WCPFC to consider/review at WCPFC4. Outcomes of the Ministerial High Seas Task Force would also be relevant in this regard.

Best regards,

Lara Manarangi-Trott

WCPFC Liaison Officer

Pacific Islands Forum Fisheries Agency

DRAFT STRATEGIC PLAN

2008-[2012]

[NOVEMBER 5 2007]

WESTERN AND CENTRAL PACIFIC FISHERIES COMMISSION

**DRAFT STRATEGIC PLAN
2008-[2012]**

[November 3, 2007]

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1. Introduction and Context

1.1. Management of WCPO tuna fisheries

The Convention that established the Commission for the Conservation and Management of Highly Migratory Fish Stocks in the Western and Central Pacific Ocean (the Commission) was adopted at Honolulu on 5th September 2000. It was one of the first regional fisheries agreements to be adopted since the conclusion, in 1995, of the Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10th December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks. The Convention applies to all species of highly migratory fish stocks (defined as all fish stocks of the species listed in Annex 1 of the 1982 Convention occurring in the Convention Area and such other species of fish as the Commission may determine) within the Convention Area, except sauries. Conservation and management measures under the Convention are to be applied throughout the range of stocks, or to specific areas within the Convention Area, as determined by the Commission.

Participants in the Commission are responsible for the world's largest tuna fishery. The harvest of tunas from the Western and Central Pacific Ocean (WCPO) in 2006 was 2.22 million tonnes which was the second highest on record. This harvest represents 78 per cent of the Pacific Ocean tuna catch and approximately 51 per cent of the total global catch in 2006.

The principal fishing methods in this fishery are purse seine (68-72 per cent), pole and line (10-15 per cent) and longline (10-11 per cent). The remainder of the harvest is taken by a variety of commercial and artisanal gears including troll and hand-line principally in eastern Indonesia and the Philippines.

The tuna catch is dominated by skipjack, accounting for 65-70 per cent of the harvest, yellowfin (20-25 per cent), bigeye (5-8 per cent) and albacore (4-6 per cent). Non-target associated or dependent species taken in association with tuna fishing operations include billfish, sea turtles, sharks, rays and seabirds.

A substantial portion of the WCPO falls under the national jurisdiction of coastal States that exercise sovereign rights over their Exclusive Economic Zones (EEZs) (Figure 1). Unique among Regional Fisheries Management Organisations (RFMOs), 77 per cent of the catch of species under the purview of the Commission is taken within EEZs.

In addition to national and regional socio-economic importance within the WCPO, the region's tuna resource makes a major contribution to global food security. In the last decade the tuna harvest from the WCPO has increased by approximately 25 per cent with vessels based in developing coastal States in the region gradually accounting for a larger proportion of the catch.

The Commission's membership exhibits a range of political, cultural, social and economic diversity that creates both challenges and opportunities. It includes some

of the world's largest industrialized economies and some of the least developed. A large number of coastal States, some with developing local fleets and fishing industry, and fishing nations with distant water fishing fleets that have operated in the area for many years participate in the Commission on an equal footing. While the Commission's small island State members are currently reliant on revenue from the licensing of foreign fleets they have aspirations to develop their own domestic fisheries.

1.2. Strategic Vision

It is in this context that the Commission is seeking to fulfill its objective of the effective conservation and sustainable use of tunas 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 impact.

1.3. Purpose of this Document

This Strategic Plan provides a framework for on-going collaboration and cooperation to promote high levels of production from WCPO tuna resources that optimizes economic value in the fishery. It seeks to achieve this without jeopardizing the sustainability of the target tuna resources, threatening non-target, associated or dependent species, degrading the WCPO marine environment or disadvantaging small island developing States, territories and possessions in the region that are economically and socially dependent on highly migratory species.

This First Strategic Plan has been prepared to guide the development of the Commission over the next [five] years until [2012]¹. It describes the priority tasks and activities for the effective and efficient implementation of the Convention. Without prejudice to future decisions of the Commission, it elaborates on the objectives and direction that are necessary to address these priorities. It provides benchmarks (performance indicators) against which an assessment of progress towards achieving objectives can be measured. It identifies relationships and partnerships that will assist in achieving these objectives and support the successful implementation of this Strategic Plan.

The implementation of this Strategic Plan will be supported by operational plans for the broad functional areas of science, monitoring, control and surveillance (MCS) and the Secretariat. A Strategic Research Plan supporting the science function of the Commission for the period 2007-2011 was adopted by the Commission at its Third Regular Session in December 2006. The Fourth Regular Session of the Commission in December 2007 will consider a Draft Business Plan for the Secretariat. The Technical and Compliance Committee (TCC), which has already confirmed priority tasks, will develop an integrated scheme for MCS starting in 2008.

¹ In doing so it draws on the provisions of the Convention, the decisions of the Commission and the Chairman's draft proposed programme of work/conservation and management measures and strategies tabled at the Third Regular Session of the Commission, 11-15 December 2006 at Apia, Samoa.

This Strategic Plan will be subject to periodic review and refinement to ensure that it continues to support Members in their efforts, through effective management, to achieve the long-term conservation and sustainable use of highly migratory fish stocks in the WCPO.

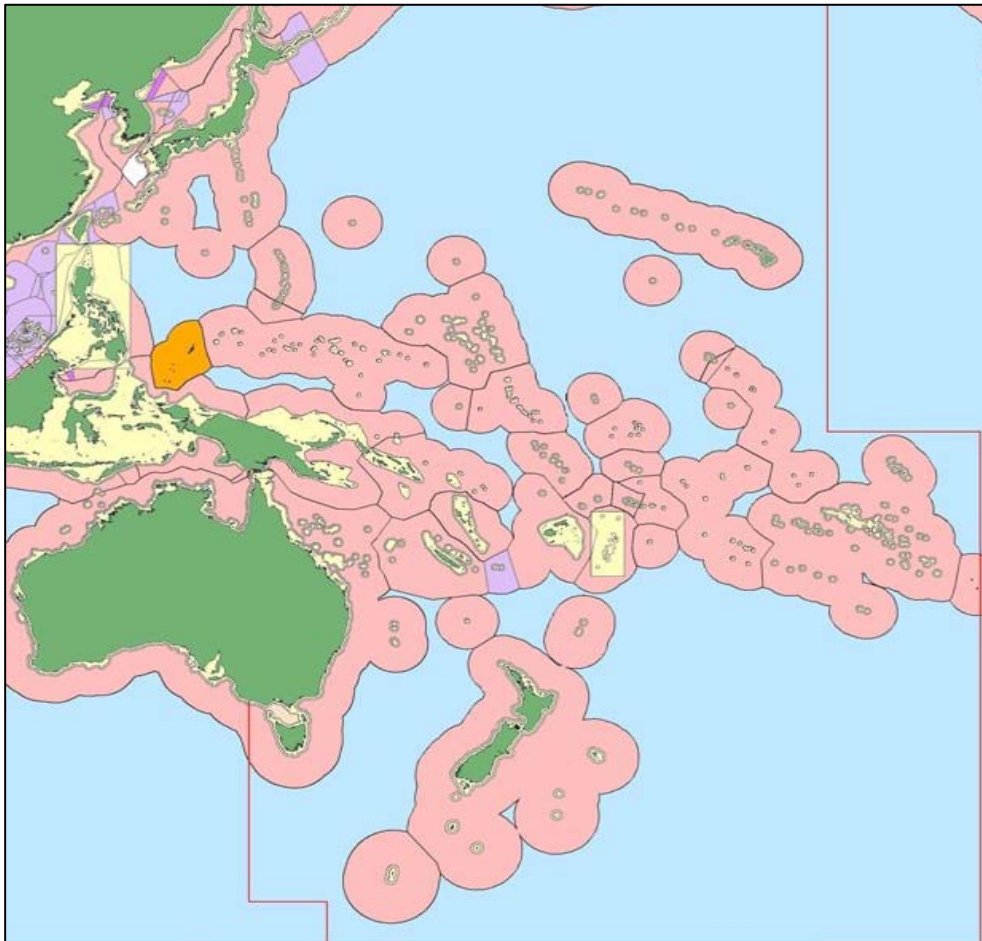


Figure 1 The Western and Central Pacific Ocean illustrating the EEZs of coastal States and the boundaries of the WCPFC Convention Area.

2. The Commission's Mandate

The Commission is an inter-governmental organization² established by treaty to implement policies and strategies to ensure, through effective management, the long-term conservation and sustainable use of highly migratory fish stocks in the

² As of January 2008, the Members of the Commission were: Australia, Canada, Cook Islands, People's Republic of China, Federated States of Micronesia, European Community, Fiji, France, Japan, Kiribati, Marshall Islands, Nauru, New Zealand, Niue, Palau, Papua New Guinea, Philippines, Korea, Chinese-Taipei, Samoa, Solomon Islands, Tonga, Tuvalu, United States of America, and Vanuatu. Participating territories are American Samoa, Commonwealth of the Northern Mariana Islands, French Polynesia, Guam, New Caledonia, Tokelau, and Wallis and Futuna. Indonesia is currently a Cooperating Non-Member. These are collectively referred to as Members, Cooperating Non-members and Participating Territories (CCMs)

WCPO. This is to be accomplished in accordance with the 1982 Convention on the Law of the Sea and the 1995 Implementing Agreement.

Article 5 of the Convention, describes the principles for conservation and management that will be applied to ensure long-term sustainability, promote the objective of optimum utilisation and, on the basis of the best scientific advice available, and applying the precautionary approach, maintain or restore stocks at levels capable of producing maximum sustainable yield (MSY), as qualified by relevant, yet to be specified, economic and environmental factors, including the special requirements of developing States. Article 5 (g) also provides that, in order to manage and conserve highly migratory fish stocks in the Convention Area in their entirety, CCMs will take measures to prevent or eliminate over-fishing and excess fishing capacity and ensure that levels of fishing effort do not exceed those commensurate with the sustainable use of fishery resources. In addition, Article 6, in respect of the application of the precautionary approach, requires CCMs to take measures to ensure that, when reference points are approached, they will not be exceeded. In the event that they are exceeded, CCMs, without delay, will take action to restore those stocks – including within waters under national jurisdiction (Article 7). Conscious of need to avoid adverse impacts on the marine environment, preserve biodiversity and maintain the integrity of marine ecosystems, efforts are to include conservation and management measures for non-target species and species dependent on or associated with the target stocks.

Through cooperation and coordination between CCMs, the Commission's responsibilities include the adoption of standards for data collection, verification and dissemination, and the compilation and dissemination of accurate and complete statistical data to sustain efforts to secure the best scientific advice. This will support decision-making in the Commission in respect of compatible conservation and management measures for highly migratory fish stocks in areas under national jurisdiction and on the high seas and for non-target species and species dependent on or associated with target stocks.

The functions of the Commission include the development of criteria for the allocation of total allowable catch or total allowable effort for the highly migratory fish stocks in the Convention Area. The Commission is also required to accommodate the fishing interests of new Members, adopt recommended international minimum standards for the responsible conduct of fishing operations and establish cooperative mechanisms for effective monitoring, control and surveillance. To support the Commission's work, it will also collect and evaluate economic, social and other fisheries-related data and information.

3. Governance

3.1. The Commission and subsidiary bodies

The Regular Session of the Commission is the principal governing body of the Commission. It meets once annually under the guidance of a Chairman selected from among Members to serve a 2-year term. All CCMs are represented at the Regular Session which, at the invitation of the Commission, can also be observed by other inter-governmental organisations, States and non-government organisations

with a mutual interest in the conservation and management of highly migratory fish stocks in the Convention Area at the invitation of the Commission^{3,4}. Three subsidiary committees, which also meet once annually, have been established in support of the Regular Session.

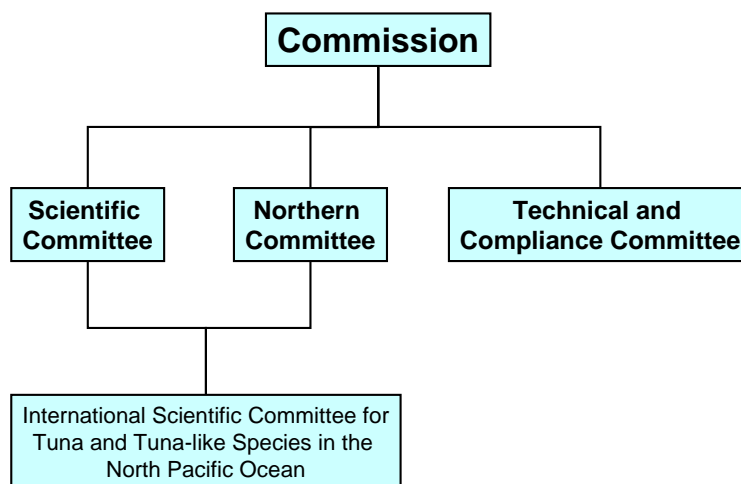
A Scientific Committee⁵ provides information, advice and recommendations in relation to research and the status of target, or non-target or associated or dependent species in the Convention Area.

A Technical and Compliance Committee⁶ provides information, advice and recommendations relating to the implementation of, and compliance with, conservation and management measures, including the review of cooperative measures for monitoring, control, surveillance and enforcement.

A Northern Committee⁷ recommends conservation and management measures, including on the implementation of measures, for stocks which occur mostly in the area north of 20° north.

The institutional structure of the Commission is presented diagrammatically at Figure 2.

Figure 2. The structure of the Commission.



³ Cooperation with other organizations is covered in Article 22 of the Convention.

⁴ The decision-making procedures of the Commission are set out in Article 20. Where consensus cannot be achieved there is provision for taking decisions by voting, however, certain matters can only be agreed by consensus, as set out on the Convention (e.g. amendments to the Convention, changes to rules of procedure, financial regulations, the budget, allocations of catch or effort limits and accession of non-contracting parties).

⁵ Established under Articles 11 and 12 of the Convention.

⁶ Established under Articles 11 and 14 of the Convention.

⁷ Established under Article 11.7 of the Convention.

3.2. The Secretariat

The Secretariat provides administrative, technical and logistical support to the Commission and its subsidiary bodies. The functions of the Secretariat are set out in Article 15.4 of the Convention and are principally of an administrative nature. Through its support and facilitation of the activities of the Commission, the overarching aim is to support CCMs in their efforts to strengthen processes for collaboration on the conservation and management of WCPO tuna resources. As with other RFMOs, the Secretariat has a staff and structure that has been agreed by the Commission to service the needs of the Commission, including communications, data compilation and dissemination, meeting organization and reporting, support for agreed monitoring, control and surveillance (MCS) activities and financial management.

A companion document, a Business Plan for Commission Secretariat, is guided by this Strategic Plan. It provides a structured guide for the Secretariat's endeavors to support activities that promote the objectives of the Convention and support the decisions of the Commission. It identifies tasks to be accomplished and challenges to be met in an efficient and timely way so as to provide the best possible support to the Commission and its CCMs.

Effective support to CCMs in their efforts to achieve the objective of the Convention will be facilitated by a functional and efficient Secretariat. In addition to ensuring that the Secretariat has adequate financial resources with which to efficiently implement the programme of work set for it by CCMs, and to respond to emerging issues, support will be required to ensure it has strong leadership and is staffed by professionals with technical skills and experience of the highest caliber.

3.3. Funding and Resources

The Commission's work will principally be financed from assessed annual contributions made by Members. Voluntary contributions made by members, cooperating non-members, participating territories and other entities may also be applied to support the work of the Commission.

4. Stakeholders and Partnerships

4.1. Relationships with national and international stakeholders

The primary stakeholders in the Commission and the implementation of the Convention are the CCMs themselves. Within each CCM, the national fisheries authorities responsible for the conservation and management of tuna stocks within areas under national jurisdiction and the administration of vessels operating beyond areas of national jurisdiction are the principal contacts for the Commission's Secretariat and other CCMs. Through these authorities CCMs will coordinate national efforts to report to the Commission and its subsidiary bodies on the implementation of measures agreed at the Commission.

Other government agencies within CCMs (particularly those responsible for regional and international fisheries relations and ocean affairs, environmental management,

international development assistance and foreign affairs) are important national stakeholders. Other important stakeholders include tuna industry associations and local environment and development focused non-government organizations (NGOs) with an active interest in WCPO tuna fisheries

International and regional inter-governmental (IGOs) and non-government organisations (NGOs) sharing an interest in the sustainable use of WCPO highly migratory fish stocks are also potentially important partners for the Commission. Article 22 of the Convention provides guidance concerning organisations with which the Commission will cooperate.

Within the region, the Commission's principal partners are the Pacific Islands Forum Fisheries Agency (FFA) and the Secretariat of the Pacific Community's Oceanic Fisheries Programme (SPC-OFP).

Collaboration between the Commission (represented by the Scientific Committee and the Northern Committee), and the International Scientific Committee for Tuna and Tuna-like Species in the North Pacific Ocean, will be important in the development of conservation and management arrangements for northern stocks⁸.

Mutually beneficial relations with RFMOs concerned with highly migratory fish stocks in other regions (t-RFMOs⁹) and the UN Food and Agriculture Organization (FAO), including through the network of Regional Fishery Body Secretariats, will also support the effective implementation of this Strategic Plan. Collaboration with these institutions will be particularly important in dealing with matters such as harmonization of Measures to achieve best practice to the extent possible, illegal, unreported and unregulated (IUU) fishing and the possible relocation of fishing effort and capacity to the WCPO. These threats arise as a result of the implementation programs in other ocean regions aimed at re-establishing harvests at sustainable levels through vessel and catch reduction initiatives. This may result in displaced vessels searching out new opportunities in the WCPO where the sustainability of regional tuna stocks at existing levels of fishing effort and harvest are already of concern.

The Commission for the Conservation for Antarctic Marine Living Resources (CCAMLR) and, when it is formally established, the secretariat for the new RFMO responsible for straddling fish stocks in the South Pacific Ocean, will also be actively engaged in an effort to develop mutually beneficial relationships.

The Commission, through its Secretariat, will strive to contribute to productive partnerships with these types of organisations and institutions. Partnerships will be based on a common understanding of issues, shared responsibilities, special needs, commitment and a capacity to generate mutual benefit.

⁸ Refer to Annex I of the Commission's Rules of Procedure Relating to the Northern Committee.

⁹ The Inter-American Tropical Tuna Commission (IATTC), the Commission for the Conservation of Atlantic Tunas (ICCAT), the Indian Ocean Tuna Commission (IOTC) and the Commission for the Conservation of Southern Bluefin Tuna (CCSBT)

4.2 The wider international legal and policy context

A range of international legal instruments and policy decisions and documents provide the international benchmark for the implementation of the Convention and the work of the Commission. Whilst the Convention on the Law of the Sea¹⁰ and the UN Fish Stocks Agreement¹¹ are of paramount consideration, other international instruments and policy documents that may guide the work of the Commission, as necessary, include:

- The 1995 Code of Conduct for Responsible Fisheries and its associated Technical Guidelines;
- The International Plans of Action (i.e. IUU fishing, capacity, sharks, seabirds);
- The 1993 Agreement to Promote Compliance with International Conservation and Management Measures by Fishing Vessels on the High Seas (FAO Compliance Agreement);
- The 1992 United Nations Convention on Biological Diversity;
- The 1973 Convention on International Trade in Endangered Species of The 1979 Convention on the Conservation of Migratory Species of Wild Animals (Bonn Convention);
- The 1989 Convention for the Prohibition of Fishing with Long Driftnets in the South Pacific Region;
- The outcomes of the 2002 World Summit on Sustainable Development and the Johannesburg Plan on Implementation;
- The 2004 Mauritius Strategy for further implementation of the 1994 Barbados Programme of Action for Small Island Developing States;
- The outcomes of Joint Meetings of Tuna RFMOs, the first of which took place at Kobe, Japan in January 2007; and
- The various Resolutions of the United Nations General Assembly relating to sustainable fisheries.

5. Strategic Objectives and Performance Indicators

The table below sets out a series of planned operational objectives and associated performance indicators for the period [2008-2012].

The Commission has identified the development and implementation of an integrated scheme for monitoring, control and surveillance (MCS) as a priority task that is fundamental to supporting sustainable use of target stocks and supporting conservation and management efforts. The early stages of implementation of this Strategic Plan will focus considerable effort and resources on tasks associated with achieving this.

The conservation and sustainable use of WCPO tuna stocks, avoiding adverse impacts on the marine environment and protecting biodiversity, are overarching strategic concerns for the Commission. A major challenge for the Commission within

¹⁰ 1982 United Nations Convention on the Law of the Sea

¹¹ The Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks

the [5]-year life of this Strategic Plan will be to continue to increase the harvest of skipjack tuna, within sustainable limits, while not jeopardizing the sustainability of other target tuna species. Supporting the aspirations of the small island developing States and participating territories members of the Commission in this endeavor is a key responsibility for the Commission.

Increasing the availability of accurate data and information to improve assessments of the status of target tuna stocks and the role of tuna in the WCPO ecosystem are critical to developing conservation and management measures that will support sustainable tuna fisheries throughout the Convention Area.

Additional effort will be required to collect and analyze information relating to the by-catch of non-target, associated and dependent species and to develop and implement mitigation measures to minimize the impact of tuna fishing operations on those resources and the environment. The prompt development and effective implementation of integrated monitoring, control, surveillance and enforcement measures that apply to all tuna fishing operations in the WCPO will be required to achieve this.

Implementing Article 10(3) of the Convention, in respect of the allocation of total allowable catch or total allowable fishing effort, will require a major commitment from all Members of the Commission. In the long-term, conservation and management is likely to be hampered while the matter of allocation remains unresolved and, as a result, presents a significant challenge during the implementation of this Strategic Plan. The short term goal is to resolve this matter by the end of the [Sixth] Regular Session of the Commission in [2009].

6. Monitoring and Review

Each regular session of the subsidiary bodies of the Commission will review the elements of this Strategic Plan that relate to their functions. The outcomes of the review in each subsidiary body will be consolidated by the Secretariat in a concise summary report that identifies the achievements and challenges associated with the implementation of this Strategic Plan. The report will be presented to the next regular session of the Commission.

The report will identify those tasks and strategies described in the Strategic Plan that have been successfully completed, progress with implementation of those tasks that are on-going and those tasks scheduled for future implementation. The Commission will consider options for addressing constraints and challenges associated with implementation of this Strategic Plan.

A comprehensive independent review of this Strategic Plan will be commissioned in the [third/fourth] year of its implementation. The review will assess the content of this Strategic Plan, and progress with its implementation, against international obligations and the provisions of the Convention. The report of the review, complete with recommendations for further review or amendment, will be presented to the next regular session of the Commission with the objective of adopting a revised Strategic Plan to serve the subsequent [5] years.

							implemented for areas under national jurisdiction and on the high seas.		
	<p>2. The Commission engages in mutually beneficial collaborative activities with RFMOs or other arrangements responsible for highly migratory fish stocks in adjacent ocean areas or elsewhere (Articles 22 and 12.4).</p>	<p>Agree to, administer and service, as required, formal collaborative and consultative arrangements with IATTC, ISC, IOTC, CCSBT, CCAMLR, FAO, SPC and FFA or other organisations identified by the Commission.</p> <p>Convene formal or informal meetings between partner organisations involving the Commission secretariat and/or members, as appropriate.</p> <p>Prepare reports on formal or informal meetings for consideration, or noting, by the Commission.</p>	*	*	*	*	*	<ul style="list-style-type: none"> The number of arrangements for consultation cooperation and collaboration concluded with other relevant IGOs, particularly those with related objectives and which can contribute to the attainment of the objective of the Convention. The extent to which arrangements are formalized, implemented and collaboration demonstrated. The extent to which cooperation and collaboration with other organizations is efficient, effective and generates mutual benefits. The extent to which the Commission is operating transparently, as reflected in Article 12 of the Agreement and Article 7.1.9 of the Code of Conduct for Responsible Fisheries. 	Commission Reports; Record of communications; Reports to the Commission
	<p>3. The Commission's Secretariat provides high quality and efficient administrative and technical support to the Commission, its subsidiary bodies and other stakeholders (Articles 15 and 16).</p>	<p>A Business Plan for the Secretariat is developed, adopted, implemented and monitored by the Commission.</p> <p>Establish and administer processes for receiving and transmitting the Commission's official communications.</p> <p>Establish and administer processes for compiling and disseminating data necessary to accomplish the objective of the Convention.</p> <p>Prepare reports required by the Commission and its subsidiary bodies.</p>	*	*	*	*	*	<ul style="list-style-type: none"> The adoption of a Business Plan for the Secretariat and the extent to which performance measures in the Business Plan are achieved. The extent to which: <ul style="list-style-type: none"> the Commission's official communications are received and transmitted efficiently (15.4(a)); the data necessary to accomplish the objective of the Convention have been compiled and disseminated (15.4(b)); administrative and other reports for the Commission and subsidiary bodies are prepared to an acceptable standard (15.4(c)); Agreed arrangements for monitoring, control and surveillance and the provision of scientific advice have been effectively administered (15.4(d)); 	Unqualified annual audits (Article 19); Staff Appraisals; Feedback from CCMs

	<p>Establish and service agreed arrangements for MCS and the provision of scientific advice.</p> <p>Publish and distribute the decisions of the Commission and establish mechanisms to promote the activities of the Commission and its subsidiary bodies.</p> <p>Establish effective, transparent and efficient treasury, personnel and other administrative functions.</p> <p>Establish and service collaborative arrangements with existing institutions to perform certain technical secretariat functions, as appropriate.</p> <p>Establish procedures and environment to attract staff of the highest standards of efficiency, competence and integrity.</p> <p>Establish transparent recruitment procedures providing equal opportunities for nationals of all CCMs to compete for positions in the Secretariat.</p>	*	*	*	*	*	<ul style="list-style-type: none"> ○ the decisions of the Commission and its subsidiary bodies are published and promoted effectively (15.4(e)); ○ treasury, personnel and administrative functions are operational and efficient (15.4(f)); ○ the agreed annual work program of the Commission is delivered within budget (18); ○ the capacity of existing regional institutions to perform certain technical secretariat functions is utilised appropriately (15.5); and ○ staff appraisals indicate the highest standards of efficiency, competence and integrity (15.5) <ul style="list-style-type: none"> ● The recruitment of staff on an equitable basis between CCMs (16.2). ● The effectiveness of communicating and disseminating information relating to the work of the Commission. ● Use by the Secretariat of efficient means of circulation of background papers and other materials during official meetings of the Commission and subsidiary bodies. ● The extent to which financial and other resources are available to achieve the objectives of the Convention and to implement the decisions of the Commission. 	
4. Commission-supported capacity development initiatives	Develop, implement and monitor a strategy for	*	*	*	*	*	<ul style="list-style-type: none"> ● The extent to which the Commission has adopted, and is effectively 	Commission Reports; Periodic review of the

	<p>have demonstrably strengthened the active contribution of developing States in the work of the Commission (Article 30).</p>	<p>capacity development among member developing States and participating territories, as appropriate, to support their active engagement in the work of the Commission.</p> <p>Agree to, and implement, a process to encourage regular and on-going support to the Commission's Special Requirement Fund (SRF).</p> <p>Develop and adopt Guidelines or procedures for accessing the SRF.</p>	<p>*</p> <p>*</p>	<p>*</p> <p>*</p>	<p>*</p> <p>*</p>	<p>*</p> <p>*</p>	<p>*</p> <p>*</p>	<p>implementing, a capacity development strategy for developing State Members taking into account Articles 24 and 25 of the Agreement and Article 5 of the Code of Conduct of responsible Fisheries.</p> <ul style="list-style-type: none"> The level of voluntary contributions to the Special Requirements Fund relative to the funding required to support the program of work agreed by the Commission under the capacity development strategy. The support provided for active participation in the Commission by developing State Members. 	<p>capacity development strategy and the funding under the Special Requirements Fund</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Management Measures</p>	<p>5. Conservation and Management measures that support long-term conservation and sustainable use of highly migratory fish stocks in the Convention Area are adopted on the basis of the best scientific information available (Articles 5(a), (b), (c), (g) and (h), 6, 10, 12.1 and 12.2).</p>	<p>Develop and monitor the implementation of a Commission strategic Research Plan.</p> <p>Develop and implement transparent and equitable processes in the Commission for the adoption of Measures that ensure long term sustainability of highly migratory fish stocks and promote the objective of optimal utilization.</p> <p>Support procedures that promote the availability of the best scientific advice to support the Commission's work to maintain or restore stocks at levels capable of producing MSY, as qualified by relevant environmental and economic factors, including the special requirements of SIDS in</p>	<p>*</p> <p>*</p> <p>*</p>	<p>*</p> <p>*</p> <p>*</p>	<p>*</p> <p>*</p> <p>*</p>	<p>*</p> <p>*</p> <p>*</p>	<p>*</p> <p>*</p> <p>*</p>	<ul style="list-style-type: none"> Strategic Research Plan adopted and its implementation periodically monitored and reviewed. The extent to which: <ul style="list-style-type: none"> Conservation and management measures adopted by the Commission reflect the consideration and application of the advice of the Scientific Committee; the information, advice and recommendations provided to the Commission by the Scientific Committee in accordance with the research plan recommended to the Commission constitute the best scientific information available ((12.2(a))); scientific advice, including reviews of the status of stocks and the results of relevant scientific research are obtained, evaluated and disseminated in a transparent and publicly accessible way; catch and fishing effort is limited to that which is commensurate with the catch and effort limits recommended by the Scientific Committee in accordance with the sustainable use 	<p>Scientific Committee and Commission reports; Periodic independent review of management performance</p>

	<p>the Convention Area and take into account fishing patterns, the interdependence of stocks and any generally recommended international standards.</p> <p>Undertake periodic independent reviews to ensure that the Commission consideration of Measures is based on the best scientific advice available and are designed to maintain or restore stocks at levels capable of producing MSY, as qualified by relevant environmental and economic factors, including the special requirements of SIDS in the Convention Area and take into account fishing patterns, the interdependence of stocks and any generally recommended international standards.</p> <p>Develop procedures to prevent or eliminate over-fishing and excess fishing capacity.</p> <p>Develop, implement and monitor Measures that mitigate the catch of juvenile bigeye and yellowfin tunas.</p> <p>Develop procedures to prevent or ensure that levels of fishing effort do not exceed those commensurate with the sustainable use of fishery</p>							<p>of fishing resources (5(g) and 10);</p> <ul style="list-style-type: none"> ○ fishing capacity in the Convention Area is commensurate with the sustainable use of fishery resources (5(g)); ○ economic and other fisheries-related data and information are obtained and evaluated; and ○ conservation and management measures take into account the interests of artisanal and subsistence fishers (5(h)). <ul style="list-style-type: none"> ● The status of target stocks (i.e SKJ, BET, YFT, ALB...) in regard to biological reference points. ● The level of fishing effort on target stocks (i.e SKJ, BET, YFT, ALB...) in regard to F_{msy}. ● The status of other dependent and associated species that are impacted upon by fishing for target species. ● The status of agreement and implementation of criteria and procedures for the allocation of total allowable catch or total level of fishing effort, including the accommodation of the interests of new Members. ● Procedures and penalties for breaches of allocation agreed and applied. ● The extent to which the Commission has identified fishing capacity levels commensurate with long-term sustainability and optimal utilization of relevant fisheries. ● The extent to which the Commission has taken action to prevent or eliminate excess fishing capacity or effort. ● The extent juvenile bigeye and yellowfin mortality has been mitigated. ● Trends in the status of stocks in relation to relevant biological reference points. ● The extent to which the conservation and management measures adopted by the Commission reflect the compatibility provisions of Article 7 of the Agreement. ● The effectiveness and efficiency of arrangements supporting the work of
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		<p>resources.</p> <p>Build considerations of the interests of subsistence and artisanal fishers into processes for the adoption of Measures.</p> <p>Establish procedures to support the Scientific Committee's functions and undertake periodic independent reviews to ensure the Commission obtains the best scientific information available.</p> <p>Develop criteria and administer supporting procedures for allocation of total allowable catch or total allowable effort.</p> <p>Develop and implement processes that support the application of the precautionary approach in accordance with the Convention and all relevant internationally agreed standards, recommended practices and procedures (including, as appropriate, the application of stock specific reference points, re-building plans and processes for previously unregulated or exploratory fisheries).</p>	*	*	*	*	*	<p>the Scientific Committee.</p> <ul style="list-style-type: none"> • Appraisals of the effectiveness of allocation criteria and their implementation/application. • The extent to which the precautionary approach as set forth in Article 6 of the Agreement and Article 7.5 of the Code of Conduct for Responsible Fisheries have been included in conservation and management measures. • The extent of incorporation of stock specific reference points into management objectives and management/harvest strategies for species of principal interest to the Commission. • The extent to which total allowable catch and/or total allowable fishing effort are determined and applied in accordance with stock status relative to stock specific reference points established by the Commission. • The extent to which the Commission has adopted and implemented re-building plans for depleted or over-fished stocks. • The extent to which the Commission has adopted measures for previously unregulated fisheries including new and exploratory fisheries. 	
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	6. Impacts on target stocks, non-target species and species belonging to the same ecosystem or dependent upon or associated with target species managed effectively by the Commission (Article 5 (a) (e) (f) and (d).	Develop and implement procedures for the assessment of impacts of fishing, other human activities and environmental factors on target stocks, non-target species, and species belonging to the same ecosystem or dependent upon or associated with target stocks.	*	*	*	*	*	<ul style="list-style-type: none"> The capability of the Scientific Committee to assess the impacts of fishing, other human activities and environmental factors on target stocks, non-target species and species belonging to the same ecosystem or dependent upon or associated with target species (Article 5(d) and (e)). 	Scientific Committee and Commission reports; Periodic independent review of management performance
	Adopt and implement processes for the Scientific Committee to consider the ecosystems-based approach and its application to fisheries for highly migratory species in the Convention Area.	*	*	*	*	*	<ul style="list-style-type: none"> The extent to which advice and recommendations provided to the Commission by the Scientific Committee are shown to be in accordance with the ecosystems-based approach and its application to fisheries for highly migratory species in the Convention Area (5(d) and (e)). 		
	Develop and apply mechanisms to assess and monitor the direct impacts of fishing on non-target species.	*	*	*	*	*	<ul style="list-style-type: none"> The level and accuracy of monitoring the direct impacts of fishing on non-target species, including especially the coverage of scientific observer programmes; 		
	Establish systems to encourage research into the indirect effects of fishing on the ecosystem.	*	*	*	*	*	<ul style="list-style-type: none"> The level of development of research into the indirect effects of fishing on the ecosystem, including trophic and other food web effects. 		
	Support efforts to assess, to the extent practicable, selective, environmentally-safe and cost effective fishing gears and techniques.		*	*	*	*	<ul style="list-style-type: none"> The number and effectiveness of conservation and management measures adopted by the Commission to reduce the incidental mortality of non-target species and species belonging to the same ecosystem including sharks, turtles, birds and mammals, and the level of compliance of fishing fleets with these measures. 		
	Establish systems to monitor and report on trends in the status of target stocks, non-target species and species belonging to the same ecosystem.		*	*	*	*	<ul style="list-style-type: none"> The number and effectiveness of measures to minimize waste, discards and catch by lost or abandoned gear, pollution originating from fishing vessels, catch on non-target species and impacts on associated or dependent species, particularly endangered species adopted by the Commission (5(e)). 		
Establish and support							<ul style="list-style-type: none"> An assessment of, to the extent practicable, selective, environmentally- 		

		<p>processes to assess the impacts on biodiversity in the marine environment of fishing for highly migratory fish stocks in the Convention Area.</p> <p>Develop, implement and monitor Plans, as appropriate, to mitigate the impacts of fishing for highly migratory fish stocks in the Convention Area on marine biodiversity.</p>						<p>safe and cost effective fishing gears and techniques have been developed.</p> <ul style="list-style-type: none">• The estimated proportion of fishing effort that uses selective fishing gears that minimize impacts on non-target species and the environment (5(e)).• Trends in the status of target stocks, non-target species and species belonging to the same ecosystem.• The extent to which the impacts of fishing for highly migratory fish in the Convention Area on biodiversity are understood and responded to.• The extent to which the Commission has considered the requirement to protect biodiversity, and has plans for this.	
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Monitoring, Control and Surveillance	<p>7. Complete and accurate data concerning fishing activities are collected and shared in a timely manner (Article 5(i) and 10).</p>	<p>Establish and support processes and procedures for the collection, sharing (in a timely manner), complete and accurate data concerning fishing activities on, <i>inter alia</i>, vessel position, catch of target and non-target species and fishing effort as well as information from national and international research programmes.</p> <p>Implement a process to identify, and address, data gaps in the Convention Area.</p> <p>Assess and report on the extent of IUU fishing in the Convention Area including estimates of the IUU catch of target and non-target species and associated fishing effort.</p>	*	*	*	*	*	<ul style="list-style-type: none"> • The number of fleets and species for which comprehensive data are available, considering particularly: <ul style="list-style-type: none"> ○ the extent of data available; ○ the resolution of the data and whether they meet the requirements of the Scientific Committee; ○ whether these data have been submitted and collated at the Secretariat; ○ data on, <i>inter alia</i>, vessels, vessel position, catch of target and non-target species and fishing effort; ○ scientific observer data on all aspects of the fishing operation, particularly the impact on the ecosystem and the incidental mortality of non-target species; and ○ information from national and international research programmes collected and shared. • A Strategy for addressing data gaps is adopted, implemented and the success towards achieving its objectives monitored. • The extent to which effective standards for the collection, verification and for the timely exchange/sharing and reporting of data are maintained in accordance with Annex I of the Agreement and as agreed by the Commission. • The development of procedures for verifying and validating fisheries data and a transparent data access and publication policy • A comprehensive assessment, by 2009, of the extent of IUU fishing in the Convention Area. Subsequently, estimates for IUU fishing effort and catch demonstrate consistent reduction during the reporting period. 	<p>TCC and Commission reports; Audit of the Commission's databases and data collection procedures</p>
	<p>8. Effective monitoring, control and surveillance procedures for conservation and management</p>	<p>Develop, implement and periodically assess appropriate mechanisms</p>	*	*	*	*	*	<ul style="list-style-type: none"> • Develop, implement and monitor an Integrated Strategic MCS Scheme. 	<p>TCC and Commission reports; Reports to the TCC of</p>

	<p>measures adopted by the Commission implemented and enforced Article 5(j).</p>	<p>and components to support an effective integrated MCS scheme.</p> <p>Establish procedures to support the Technical and Compliance Committee's functions and undertake periodic independent reviews to ensure the Commission obtains the best technical MCS-related information available.</p> <p>Establish processes, within the Commission, to monitor and report compliance with the Commission's conservation and management measures and procedures and deter non-compliance.</p> <p>Administer the Commission's Record of Fishing Vessels.</p> <p>Establish and support a vessel monitoring system (VMS) as called for in Article 24(8).</p> <p>Implement the Regional Observer Programme as called for in Article 28.</p> <p>Develop, implement and periodically review procedures to obtain and verify data on the quantity and species transhipped both in port and at sea in the Convention Area and procedures to determine when transhipment covered by the Convention has been</p>	<p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p>	<p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p>	<p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p>	<p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p>	<ul style="list-style-type: none"> • The extent to which appropriate cooperative, integrated, mechanisms for effective monitoring, control, surveillance and enforcement have been implemented, and periodically reviewed. • Annual meetings of the Technical and Compliance Committee provide information, technical advice, recommendations and reports on the implementation of, and compliance with, conservation and management measures to the Commission. • Extent to which CCMs cooperate to investigate infringements of conservation and management measures and detect and deter non-compliance. • The comprehensiveness of reports by CCMs to the Technical and Compliance Committee on measures taken to monitor, investigate and penalize contraventions of conservation and management measures adopted by the Commission. • The ability of the Commission to monitor effective capacity and fishing effort. • The status of the Commission's Record of Fishing Vessels relative to measures adopted by the Commission. • The extent to which specifications and procedures for a vessel monitoring system (VMS) are established and the system is operational for all vessels that fish for highly migratory fish stocks on the high seas in the Convention Area. • The status of implementation of the Regional Observer Programme, including the adoption of objectives and data collection priorities and the assessment of the results of the programme. • Recommendations on technical matters such as fishing vessel and fishing gear markings provided to the Commission. 	<p>MCS activities by CCMs</p> <p>The Commission's Record of Fishing Vessels;</p> <p>Reports on the implementation of the Commission's VMS;</p> <p>Reports on estimates of IUU fishing in the Convention Area</p>
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	<p>completed.</p> <p>Establish procedures to monitor compliance with the Commission's requirements in respect of fishing vessel and fishing gear markings.</p> <p>Develop and support the administration of procedures for boarding and inspection of fishing vessels on the high seas.</p> <p>Develop and implement, to the extent appropriate, compatible schemes for managing and reporting on fishing effort for all fisheries within the Convention Area.</p> <p>Establish mechanisms for CCMs to report on their duties as flag States.</p> <p>Establish a mechanism to share details of port State measures for all CCMs and promote harmonization with the FAO guidelines, as appropriate.</p> <p>Develop, adopt and implement appropriate documentation schemes.</p> <p>Appraise and monitor the extent of IUU fishing in the Convention Area.</p> <p>Develop and support the administration of procedures to engage non-WCPFC member market States in the work of the Commission.</p>	*	*	*	*	*	<ul style="list-style-type: none"> • Procedures for boarding and inspection of fishing vessels on the high seas adopted and implemented. • The numbers and coverage of high seas boarding and inspections carried out by CCMs. • Information on port State measures for all CCMs consolidated in the Secretariat and a strategy for harmonization among CCMs, based on FAO guidelines, agreed and implemented. • Procedures to obtain and verify data on the quantity and species transhipped both in port and at sea in the Convention Area and procedures to determine when transshipment covered by the Convention has been completed agreed and implemented. • Trade and/or catch documentation schemes for tuna or mechanisms for tracing tuna originating in the WCPO, and involving market States, adopted by the Commission. • The ability of the Commission to undertake accurate assessments of the extent of illegal, unreported and unregulated (IUU) fishing in the Convention Area. • Implementation of the Vessel Day Scheme for waters under national jurisdiction, and a compatible arrangement for the high seas, effectively monitored and assessed. • The extent to which Commission members are fulfilling their duties as flag States. • Extent to which market State-related measures have been developed and implemented.
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