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UPDATED SECRETARIAT CORPORATE PLAN

**WCPFC19-2022-IP17
27 October 2022**

Paper by the Secretariat

Purpose

1. The paper tables for the information of the Commission the updated edition of the Secretariat Corporate Plan 2020 – 2023.

Background

2. The Secretariat Corporate Plan 2020 – 2023 (the Corporate Plan) was noted and acknowledged by the Commission at WCPFC16 in Port Moresby, Papua New Guinea in December 2019 as a living internal planning document to guide the work of the Secretariat.

3. Since the start of 2020, the Corporate Plan has become a central planning document that guides the work of the Secretariat in support of the WCPFC fulfilling its key mandate of ensuring, through effective management, the long-term conservation and sustainable use of highly migratory fish stocks in the western and central Pacific Ocean. The value of the Corporate Plan to the Secretariat may be measured by the annual reporting by the Secretariat on the implementation of the Corporate Plan through the Executive Director's Annual Report issues pursuant to Rule 13 of the Commission's Rules of Procedure, using the 'Activities' and 'Indicators' in the Corporate Plan as the basis for assessing performance of the Secretariat. The Executive Director's Annual Report for 2022 was posted on 14 October 2022 and will be considered by the Commission at WCPFC19, and in it the Executive Director reported on the implementation of the Corporate Plan activities in 2022.

Updating the Corporate Plan

4. The Corporate Plan is required to be reviewed by the Secretariat annually and updated to reflect new demands and requirements on the Secretariat in support of the work of the Commission. This year, being the third year of the Corporate Plan the Secretariat undertook a thorough review and the outcomes of the review is now reflected in the Updated Secretariat Corporate Plan 2020 – 2023 which is appended to this paper and tabled for the information of the Commission.

5. The updates are highlighted in red for ease of reference and include the following matters:
 - a) maintenance of online meeting protocols and infrastructures, as an alternative mode of transacting business of the Commission;
 - b) regular review of the Corporate Plan as an ongoing activity;
 - c) acknowledgement of need to maintain minimum standards for port inspections;
 - d) support for harvest strategy related activities; and
 - e) need to enhance intersessional activities in support of the science programme.

6. Given that the Corporate Plan is an internal planning document for the Secretariat, the updates to Corporate Plan are simply brought to the attention of the Commission for information, but any reflection and observations on the Corporate Plan by any CCM or the Commission would be most welcome.

Additional Resources to Support the TCC workplan

7. In conjunction with the review of the Corporate Plan, the Secretariat has also undertaken work to map out the resource implications of future work commitments for the Secretariat's MCS and Compliance Programme. In that regard, two papers would be tabled for the Commission's consideration at WCPFC19 which will highlight the need for additional resourcing for the Secretariat to support the implementation of the TCC workplan.

Recommendation

8. WCPFC19 is invited to note the Updated Secretariat Corporate Plan 2020 – 2023.

UPDATED WCPFC Secretariat Corporate Plan 2020-2023

Outline of the Plan

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Introduction

The purpose of this Corporate Plan (the Plan) is to describe the support services that the Secretariat provides to the Western and Central Pacific Fisheries Commission (WCPFC) and its members, cooperating non-members and participating territories (CCMs) and other stakeholders. The Plan will facilitate the work of the Commission by clarifying the role of the Secretariat, outlining Members' expectations of the Secretariat and its performance, and identifying priority work areas for the Secretariat over the period of this Plan. The Plan is intended to be a living document and will be refreshed as needed to account for new activities and emerging demands on the Secretariat.

The WCPFC was established by the Convention for the Conservation and Management of Highly Migratory Fish Stocks in the Western and Central Pacific Ocean (WCPF Convention) which entered into force on 19 June 2004. The WCPF Convention draws on the provisions of the UN Law of the Sea Convention and the UN Fish Stocks Agreement, while reflecting the special political, socio-economic, geographical and environmental characteristics of the western and central Pacific Ocean region.

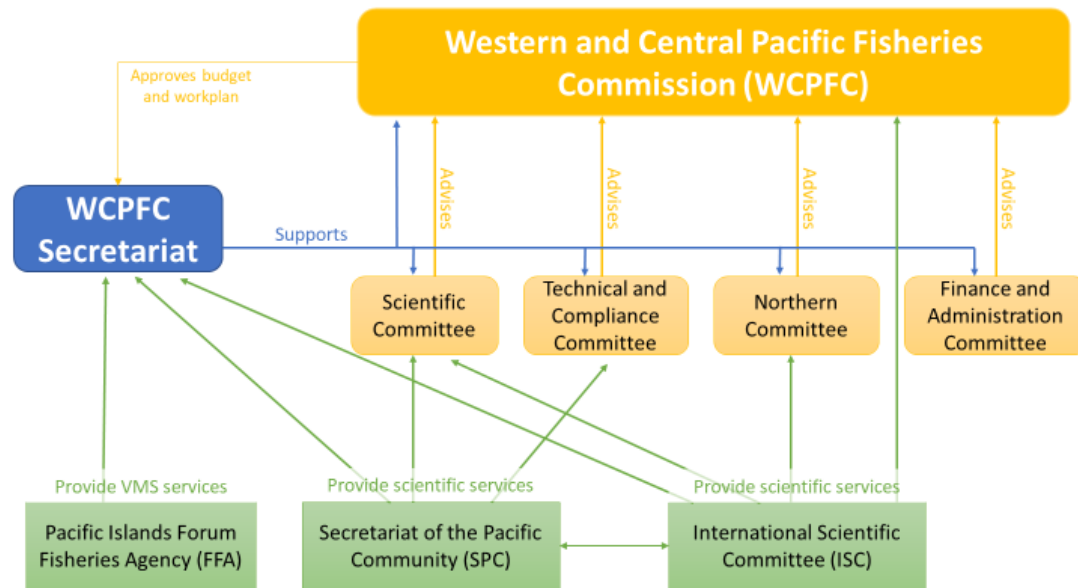
The work of the Commission is supported by four subsidiary bodies created under the WCPF Convention; the Scientific Committee (SC), the Technical and Compliance Committee (TCC), the Northern Committee (NC) and the Finance and Administration Committee (FAC). The subsidiary bodies each meet once a year before the annual session of the Commission.

The Commission also established a Secretariat to support the work of the Commission. Article 15(4) of the WCPF Convention defines the role of the Secretariat to 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 this 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.

The Commission and the work of its Secretariat is currently supported using the technical services of other existing regional institutions, namely the Pacific Community (SPC), Pacific Islands Forum Fisheries Agency (FFA) and the International Scientific Committee for Tuna and Tuna-like Species in the North Pacific Ocean (ISC).

A diagram that illustrates the relationship between the Commission, its subsidiary bodies, its Secretariat and three other regional institutions is provided below:



Mission

To provide efficient and effective secretariat services to enable the WCPFC to fulfil its key mandate to ensure, through effective management, the long-term conservation and sustainable use of highly migratory fish stocks in the western and central Pacific Ocean.

Goals and Objectives

Goals				
Goal 1: To provide efficient and effective administrative support to the WCPFC	Goal 2: To manage the provision of technical, scientific and compliance information and advice to the WCPFC	Goal 3: To manage the collection and dissemination of data and information relevant to the work of the WCPFC	Goal 4: To support CCMs fulfil their obligations to the WCPFC	Goal 5: To promote awareness of and publicise the work of the WCPFC
Objectives				
1.1 Provide secretariat services to the WCPFC and its meetings using internationally recognised standards and best practices	2.1 Efficiently administer the WCPFC's MCS and Compliance programme and activities	3.1 Collect and disseminate relevant data and information to facilitate the work of the WCPFC and its CCMs in accordance with applicable rules	4.1 Efficiently administer available WCPFC resources to support CCMs to fulfil their WCPFC obligations	5.1 Effectively raise awareness of the WCPFC and its initiatives
1.2 Ensure an effective, open, harmonious and inclusive Secretariat	2.2 Efficiently administer the WCPFC's Science programme and activities	3.2 Acquire and maintain reliable, cost-effective and secure IT systems and infrastructure to ensure the integrity of and access to WCPFC data and information	4.2 Provide and facilitate the provision of technical support and assistance to CCMs to assist them to fulfil their WCPFC obligations	5.2 Maintain a robust website and other electronic publications to disseminate widely the work of the WCPFC and Secretariat

Activities and Indicators

To deliver upon the Goals and Objectives of the Secretariat, the following Activities will be implemented. The performance of the Secretariat in pursuing its Goals and Objectives in this Plan will be monitored using the Indicators described below.

Goal 1: To provide efficient and effective administrative support to the WCPFC	
Objective 1.1 Provide secretariat services to the WCPFC and its meetings using internationally recognised standards and best practices	
Activities	Indicators
1.1.1 Develop a budget for the Commission. 1.1.2 Facilitate and support the implementation of Commission decisions and tasks for the Secretariat. 1.1.3 Organise all the meetings of the Commission and its subsidiary bodies. 1.1.4 Efficiently and effectively manage the funds and assets of the Commission. 1.1.5 Prepare annual reports on the activities of the Commission and the Secretariat. 1.1.6 Facilitate external audits of the financial records of the Commission. 1.1.7 Manage official communications and circulars from and to CCMs and stakeholders. 1.1.8 Maintain lists of official contacts for CCMs and stakeholders. 1.1.9 Develop and maintain online meeting protocols.	<ul style="list-style-type: none"> ▪ Annual budget ▪ ED Annual Report ▪ Meeting Reports ▪ Asset Register ▪ Annual audit report ▪ Circulars ▪ Lists of official contacts ▪ Updated “online meeting protocols”
Objective 1.2 Ensure an effective, open, harmonious and inclusive Secretariat	
Activities	Indicators
1.2.1 Prepare and implement Secretariat work plans in support of Commission activities. 1.2.2 Implement performance monitoring and evaluation of Secretariat staff and activities. 1.2.3 Implement the Human Resources Management and Development Strategy to ensure the attraction and retention of high-performing employees. 1.2.4 Address health and safety issues. 1.2.5 Ensure continued staff development and training, in particular, locally recruited staff. 1.2.6 Regular review of Secretariat’s Corporate Plan.	<ul style="list-style-type: none"> ▪ Work plans ▪ Performance evaluations of all staff ▪ Triennial salary reviews ▪ Human Resources Management and Development Strategy ▪ Headquarters report to FAC ▪ Updated Corporate Plan
Goal 2: To manage the provision of technical, scientific and compliance information and advice to the WCPFC	
Objective 2.1 Efficiently administer the WCPFC’s MCS and Compliance programme and activities	
Activities	Indicators

<p>2.1.1 Serve as the Secretariat to the TCC and its Working Groups, including providing support to the annual compliance monitoring scheme processes and discussion of MCS and Compliance related matters.</p> <p>2.1.2 Administer the technical operation of the Commission's agreed arrangements for monitoring, control and surveillance which include <i>inter alia</i> the Commission's Record of Fishing Vessels, Vessel Monitoring System, Regional Observer Programme, IUU Vessel List, High Seas Boarding and Inspection Scheme, Monitoring of high seas transshipment activities, Minimum Standards for Port Inspections and administration of data access rules and procedures.</p> <p>2.1.3 Prepare a draft Compliance Monitoring Report concerning each CCM and collective obligations for review by the TCC, that incorporates information submitted by CCMs and records the final compliance assessments adopted by the Commission each year.</p> <p>2.1.4 Prepare and maintain online annual reporting and compliance monitoring reporting systems for use by CCMs to fulfil Commission reporting requirements.</p> <p>2.1.5 Maintain the WCPFC online compliance case file system as a secure, searchable system to store, manage and make available information to assist relevant CCMs with tracking alleged violations by vessels, and as decided by the Commission.</p> <p>2.1.6 Compile, analyse and disseminate MCS related data and information on CCMs compliance and fisheries management programs, and convey that advice to CCMs.</p> <p>2.1.7 Research new and emerging technologies and procedures that will enhance the Commission's MCS and compliance monitoring efforts and CCMs annual reporting to the Commission.</p> <p>2.1.8 Implement other approved TCC-related activities including provision of technical advice.</p>	<ul style="list-style-type: none"> ▪ Meeting reports, lists of papers for TCC ▪ Discussion of TCC Report at Commission meeting ▪ Annual reports to TCC on the WCPFC MCS tools ▪ Draft Compliance Monitoring Report ▪ Summary tables of flag CCM responses to alleged infringements notified in the online compliance case files system ▪ EDs report to the TCC ▪ ROP audits completed
<p>Objective 2.2 Efficiently administer the WCPFC's Science programme and activities</p>	
<p>Activities</p>	<p>Indicators</p>
<p>2.2.1 Serve as the Secretariat to the Scientific Committee and its Working Groups.</p> <p>2.2.2 Facilitate and assist the Scientific Committee in the provision of its report and discussion at the Commission on the best available scientific information and advice on the conservation and management of the stocks.</p> <p>2.2.3 Assist with the development and submission to the Commission of workplan and budget for the Science Programme.</p> <p>2.2.4 Administer and monitor the approved science programmes and activities.</p>	<ul style="list-style-type: none"> ▪ Meeting reports, lists of papers for SC ▪ Discussion of SC outcomes at Commission meeting ▪ MOU with SPC-OFP ▪ Work plan and budget ▪ Contracts completed ▪ Provision of Harvest Strategy related SC advice ▪ Attendance of other scientific experts at

2.2.5	Facilitate the provision of support to the implementation of the Harvest Strategy Work Plan.	<p>WCPFC meetings as needed</p> <ul style="list-style-type: none"> ▪ Increased intersessional activities to support science programmes
2.2.6	Manage relations with the Scientific Services Provider and other scientific experts.	
2.2.7	Expand intersessional activities to support effective implementation of science programmes.	

Goal 3: To manage the collection and dissemination of data and information relevant to the work of the WCPFC

Objective 3.1

Collect and disseminate relevant data and information to facilitate the work of the WCPFC and its CCMs in accordance with applicable rules

Activities	Indicators
3.1.1 Collect data and maintain databases for resource assessments and other information needs to support the work of the Commission.	<ul style="list-style-type: none"> ▪ Databases ▪ Roster (register) of data requests ▪ Report to TCC on the administration of data rules ▪ Report to TCC on the performance of the E-reporting standards ▪ MOUs on data exchange and sharing
3.1.2 Develop and manage IT tools and solutions to enhance access to data and information to support the work of the Commission.	
3.1.3 Facilitate consideration by the Commission of emerging and more efficient and cost-effective technologies in data collection and analysis that meet the Commission needs.	
3.1.4 Administer the collection of quality data from contractors and CCMs as may be required.	
3.1.5 Administer the collection of compliance, stock assessment and other data from, and dissemination of such data upon request to, national programmes, scientists, compliance managers, other collaborating agencies and industry bodies.	
3.1.6 Administer the Commission's Rules and Procedures for the Protection, Access to, and Dissemination of Data.	

Objective 3.2

Acquire and maintain reliable, cost-effective and secure IT systems and infrastructure to ensure the integrity of and access to WCPFC data and information

Activities	Indicators
3.2.1 Develop and manage the Commission's information management systems, online compliance reporting tools and electronic reporting systems.	<ul style="list-style-type: none"> ▪ ICT systems are secure and accessible ▪ Regular ICT security reviews completed ▪ ED Report to TCC ▪ Functional meeting infrastructure available to delegates, in person and online ▪ Cybersecurity policies updated ▪ Staff trained in cybersecurity awareness
3.2.2 Research new and emerging technologies and procedures to enhance the Commission's capacity in the dissemination and conveyance of data and information.	
3.2.3 Plan for, design, develop and manage the ICT requirements of the Secretariat.	
3.2.4 Provide ICT support to Commission meetings.	
3.2.5 Implement the Commission's Information Security Policy (ISP) and cyber security program in accordance with internationally recognized standards and best practices.	

Goal 4: To support CCMs to fulfil their obligations to the WCPFC	
Objective 4.1 Efficiently administer available WCPFC resources to support CCMs to fulfil their WCPFC obligations	
Activities	Indicators
4.1.1 Coordinate CCMs and other stakeholders' participation in meetings of the Commission.	<ul style="list-style-type: none"> ▪ Member attendance at Commission meetings ▪ An updated Strategic Investment Plan (SRF) ▪ FAC Report on voluntary contributions
4.1.2 Administer sustainable financing mechanism under article 30(3) of the WCPFC Convention.	
4.1.3 Administer Commission's resources designated to build the technical capacity of CCMs.	
Objective 4.2 Provide and facilitate the provision of technical support and assistance to CCMs to assist them to fulfil their WCPFC obligations	
Activities	Indicators
4.2.1 Provide technical assistance to CCMs on MCS and annual reporting requirements as requested.	<ul style="list-style-type: none"> ▪ Direct assistance to CCMs ▪ Training undertaken ▪ Strategic Investment Plan
4.2.2 Support efforts, including training, to build national technical capacity to enable CCMs to fulfil their obligations to the Commission.	
4.2.3 Manage the Strategic Investment Plan and Article 30 webpage on the Commission website.	

Goal 5: To promote awareness of and publicise the work of the WCPFC	
Objective 5.1 Effectively raise awareness of the WCPFC and its initiatives	
Activities	Indicators
5.1.1 Implement a communication strategy to promote awareness of the work of the Commission.	<ul style="list-style-type: none"> ▪ Communication strategy ▪ ED Annual Report (representation at meetings and collaboration with other organisations) ▪ Roster of visitors to Commission head office ▪ Official circulars ▪ Community outreach activities
5.1.2 Represent the Commission at regional and international meetings and other forums.	
5.1.3 Maintain close collaborations with international and regional organisations and RFMOs in particular the tuna-RFMOs and those with management mandate within the Pacific Ocean.	
5.1.4 Maintain regular communications with CCMs and stakeholders through official circulars and regular country visits.	
5.1.5 Entertain regular visits by CCMs and stakeholders to the Commission head office.	
5.1.6 Maintain a community outreach programme.	
Objective 5.2 Maintain a robust website and other electronic publications to disseminate widely the work of the WCPFC and Secretariat	
Activities	Indicators

5.2.1 Maintenance of a modern and accessible website for the Commission containing relevant and updated information on the work of the Commission	<ul style="list-style-type: none"> ▪ Modern and updated website ▪ E-newsletters
5.2.2 Publication of the Secretariat's quarterly electronic newsletter	

Organisational Structure

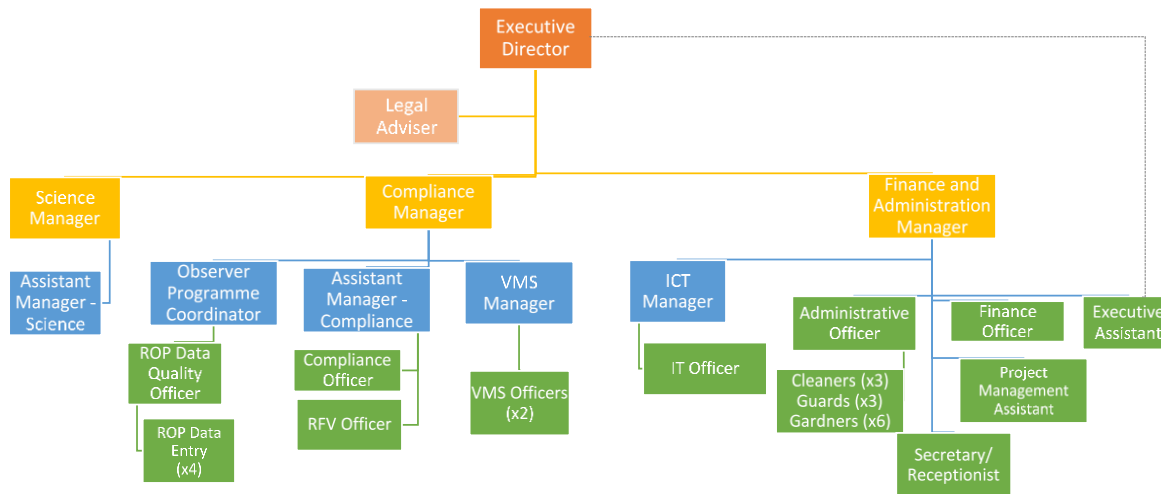
The work of the Secretariat is primarily delivered through three core functions: the Science Programme, Compliance and MCS Programme and Finance and Administration. The Secretariat also supports the work of the Northern Committee in consultation with its Member countries. These functions are overseen by the Executive Director and supported by ICT services of the Secretariat.

The Science Programme, headed by the Science Manager, provides a support role to the work of the Scientific Committee. It facilitates the provision to the Commission of the best scientific advice and information on the status of the highly migratory fish stocks, management advice and implications, **and scientific advice on the development and implementation of harvest strategies**. The Science Programme also provides advice on **ecosystem, climate change, and** mitigation measure for bycatch of non-target, associated or dependent species. The Science Programme engages the services of the Oceanic Fisheries Programme of the Pacific Community (SPC-OFP) as the Scientific Services Provider and Data Manager for the Commission. It also utilizes the services of the the International Scientific Committee for Tuna and Tuna-like Species in the North Pacific Ocean (ISC) to support the work of the Northern Committee concerning the management of northern stocks. The Science Programme also engages periodic peer reviews of stock assessments provided to the Commission by scientific experts.

The Compliance and MCS Programme, headed by the Compliance Manager, provides a support role to the work of the Technical and Compliance Committee, including the annual compliance monitoring scheme processes. The Programme also administers the technical operation of Commission agreed arrangements for monitoring, control and surveillance which include *inter alia* the Commissions Record of Fishing Vessels, Vessel Monitoring System, Regional Observer Programme, IUU Vessel List, High Seas Boarding and Inspection Scheme, monitoring of high seas transshipment activities, **minimum standards for port inspections, electronic reporting standards, and administration of data** access rules and procedures. **It also utilizes the services of the SPC-OFP, as the Scientific Data Manager for the Commission, to support data management for the Regional Observer Programme and assistance to the annual compliance monitoring scheme processes.**

The Finance and Administration Programme, headed by the Finance and Administration Manager, provides a support role to the work of the Finance and Administration Committee usually convened in conjunction with the annual meeting of the Commission. The Programme supports the other two technical programmes by ensuring that necessary financial resources and administrative and institutional arrangements to support the operation of those programmes are in order and adequate. It is also responsible for administering the Commission's budget, contracts, human resources, meeting logistics, information technology and facilities management.

The Secretariat has a current staffing of 34 staff (9 professional staff and 25 support staff), plus a Legal Adviser engaged on a retainer basis. They function under the organisational structure below:



Relationships with other organisations

The WCPFC is one of several global organisations known as a regional fisheries management organisation (RFMO). As a member of the global RFMO family, the WCPFC has concluded a number of Memoranda of Understanding (MOU) with related fisheries organisations to help foster a close relationship between WCPFC and these organisations, and to facilitate communication on matters of common interest.

The Secretariat also works closely with other regional organisations to support the work of the Commission in particular the SPC and the FFA. The SPC's Oceanic Fisheries Programme serves as the Commission's Scientific Services Provider and Data Manager. This relationship ensures that there is no duplication of efforts in the area of collecting and processing of scientific data on fishing activities in the region. The FFA on the other hand provides VMS services to the WCPFC.

The Commission, and the Secretariat, also cooperate with the United Nations Food and Agriculture Organisation and other related UN agencies and works closely with partner agencies to fund activities that support the Commission's objectives.

Resourcing

The activities of the Secretariat are defined in an annual budget and 2-year forecast indicative budget that is submitted to the Commission for approval each year. These activities, and those of the Commission more broadly, are financed through annual contributions from member countries which are based on a formula that accounts for a base fee, national wealth and fish production in the Convention Area. Voluntary contributions and other funds can also be received by the Commission to fund the work of the Commission.

A rolling three-year work plan is established by the Technical and Compliance Committee and reviewed annually to prioritise the work of the Technical and Compliance Committee. Similarly, the Scientific Committee maintains a rolling research plan that is reviewed annually to prioritise expenditure of the available budget for scientific activities in support of the Commission. The Commission also has a Harvest Strategy Work Plan that guides the work of the SC and the Commission. The annual budget for the WCPFC, including the Secretariat, is agreed at the annual Commission session.

Reporting

The Executive Director will report, through his annual report to the Commission, on the Secretariat's implementation of the Plan using the Activities and Indicators as the basis for assessing achievement of the Goals and Objectives of the Secretariat.

Review

This plan will be reviewed by the Secretariat annually and updated as appropriate to reflect approved changes in the SC and TCC work plans and priorities of the Commission, and any other demands on the Secretariat.