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11-15 December 2006,

DRAFT BUSINESS AND STRATEGIC PLAN
[2007-[2011]]

WCPFC3-2006/23
10 November 2006

Prepared by the Secretariat

1. The Second Regular Session of the Commission, 12-16 December 2005 at Palikir, Federated States of Micronesia endorsed the preparation of a strategic plan to guide the work of the Commission's Secretariat.
2. A draft business and strategic plan prepared by the Secretariat in response to this directive is presented at Attachment A.
3. The Commission is invited to consider the draft business and strategic plan attached and advise of the process for its finalization, adoption and implementation.

Attachment A

WESTERN AND CENTRAL PACIFIC FISHERIES COMMISSION

**SECRETARIAT'S DRAFT
[Tuesday November 7, 2006]**

**DRAFT BUSINESS AND STRATEGIC PLAN
TO GUIDE THE WORK OF THE
COMMISSION SECRETARIAT
2007-[2011]**

WESTERN AND CENTRAL PACIFIC FISHERIES COMMISSION

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[Tuesday November 7, 2006]

BUSINESS AND STRATEGIC PLAN TO GUIDE THE WORK OF THE
COMMISSION SECRETARIAT 2007-[2011]

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1. Introduction and Context

1.1. Management of WCPO tuna fisheries

The Commission for the Conservation and Management of Highly Migratory Fish Stocks in the Western and Central Pacific Ocean (the Commission) is the custodian of the world's largest tuna fishery. The harvest of tunas from the WCPO in 2005 was a record 2.15 million tonnes which was a 5 per cent increase on the previous record in 2004. This harvest represents just over 70 per cent of the Pacific Ocean tuna catch and approximately half of the annual global catch in 2005.

The principal fishing methods in this fishery are purse seine (62 per cent), pole and line (15 per cent) and longline (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 approximately 68 per cent of the harvest, yellowfin (20 per cent), bigeye (6 per cent) and albacore (5 per cent). Non-target associated or dependent species taken in association with tuna fishing operations include billfish, turtles, sharks, rays and sea birds.

A substantial portion of the WCPO falls under the national jurisdiction of coastal States that exercise sovereignty 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 cultural, social and economic diversity that creates both challenges and security. 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 vision of the effective conservation and sustainable use of tunas in the WCPO for present and future generations through the application precautionary fisheries management, based on the best scientific information available, while minimizing adverse social and environmental impact.

1.3. Purpose of this Document

The Convention entered into force on 19th June 2005 6 months after the deposit of the 13th instrument of ratification. The Commission's Secretariat (the Secretariat) was formally established in late 2005. The functions of the Secretariat are set out in Article 15.4 of the Convention and are of a chiefly administrative nature. Through its support and facilitation of the activities of the Commission, the overarching aim is 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 expected needs of the organization, including communications, data compilation and dissemination, meeting organization and reporting, support for agreed monitoring, control and surveillance (MCS) activities and financial management. As with other RFMOs, many of these activities become part of the routine tasks of the Secretariat. However, in the formative years of the Commission, a number of actions are required to establish specific entities and arrangements in support of the objective of the Convention that require careful planning and prioritization.

During this period, the Secretariat will undoubtedly face numerous challenges and shifts in priority activities. This Strategic Plan (the Plan) has therefore been prepared to provide a structured guide that will help both the Commission and the Secretariat to identify how the actions will be taken, tasks accomplished and challenges met in an efficient and timely way so as to provide the best possible support to the Commission and its Members, Cooperating Non-members and Participating Territories (CCMs). The Plan provides a basis 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 and the activities of the Secretariat over the next [five] years until [2011]. It describes the priority tasks and principle strategies 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, the benchmarks (performance indicators) against which an

assessment of progress towards achieving objectives can be measured, and the relationships and partnerships that will assist in achieving these objectives for the successful implementation of the Plan.

The Plan will be subject to periodic review and subsequent 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.

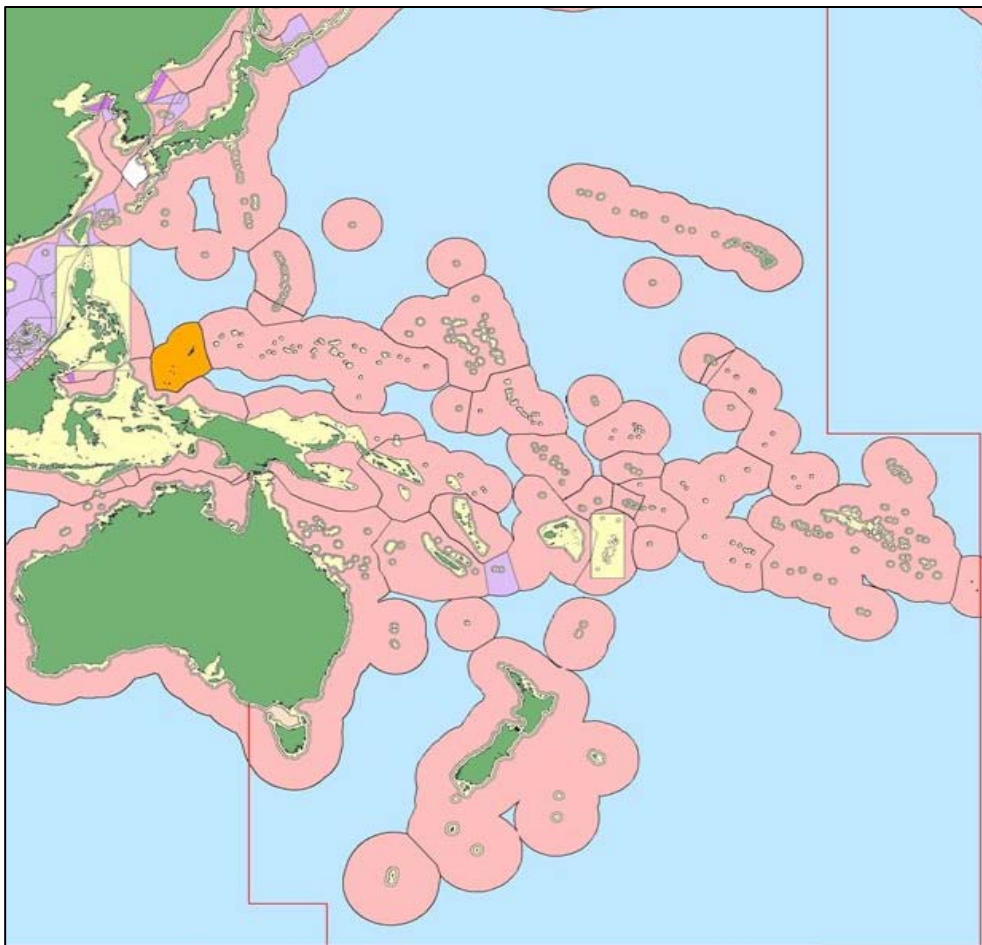


Figure 1 The Western and Central Pacific Ocean illustrating the EEZs of Coastal States and the boundaries of the WCPFC Convention Area.

2. The Commission's Business and Mandate

The Commission is an inter-governmental organization¹ 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 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, relating to principles and measures for conservation and management, expands on this by providing for CCMs to adopt measures that ensure long-term sustainability, promote the objective of optimum utilisation and, on the basis of the best scientific advice available, 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.

The Commission's responsibilities include the adoption of standards for data collection, verification and dissemination, and the compilation of accurate and complete statistical data to sustain efforts to secure the best scientific advice to support decision-making. The Commission will develop criteria for the allocation of total allowable catch and total allowable effort for the highly migratory fish stocks in the Convention Area, including means 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. Allocating available fisheries resources, within sustainable limits, and securing the long term economic value of the fishery, particularly for the fishing industry and coastal developing States, are principle considerations in the development of the Commission's conservation and

¹ The Members of the Commission are: Australia, Canada, Cook Islands, People's Republic of China, Federated States of Micronesia, European Community, Fiji, French Polynesia, France, Japan, Kiribati, Marshall Islands, Nauru, New Caledonia, New Zealand, Niue, Palau, Papua New Guinea, Philippines, Korea, Chinese-Taipei, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu and Wallis and Futuna. Indonesia and the United States are currently Cooperating Non-Members.

management measures. 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 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 Members of the Commission are represented at the Regular Session which can also be observed by others with a mutual interest in the conservation and management of highly migratory fish stocks in the Convention Area². Members strive to take decisions by consensus³. Three subsidiary committees, which also meet once annually, have been established in support of the Regular Session.

A Scientific Committee⁴ 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 Committee⁵ 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 Committee⁶ recommends conservation and management measures, including on the implementation of measures, for stocks which occur mostly in the area north of 20° north.

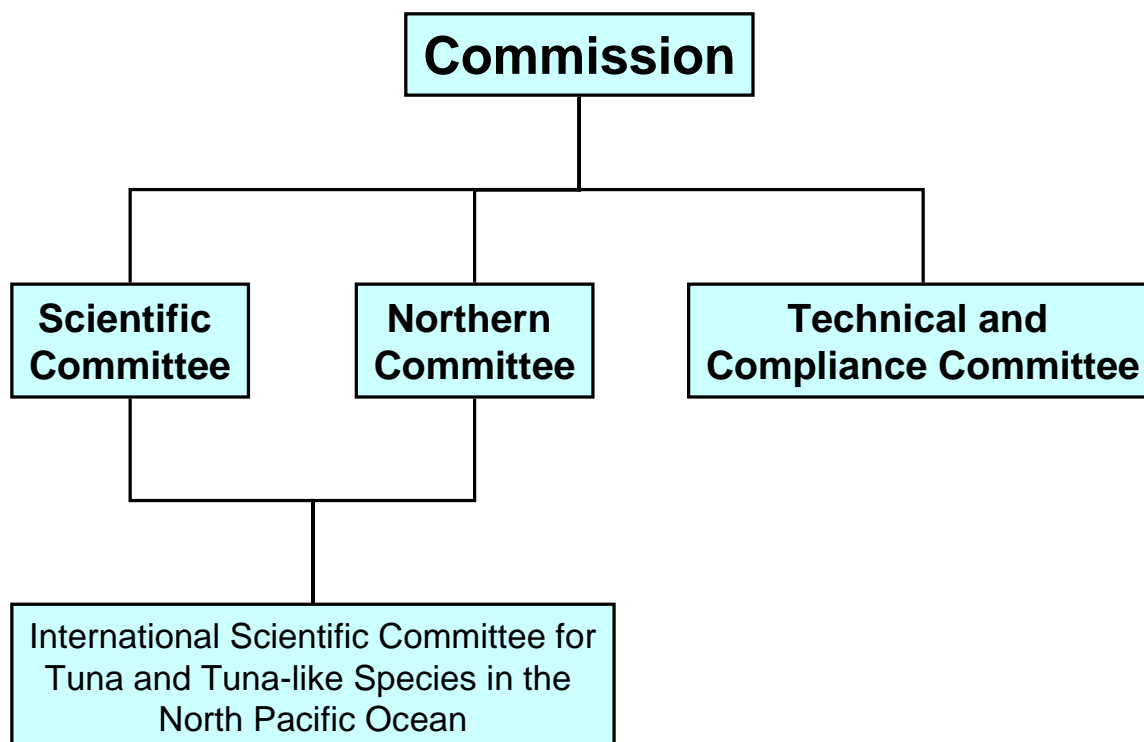
² Cooperation with other organizations is covered in Article 22 of the Convention.

³ 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).

⁴ Established under Articles 11 and 12 of the Convention.

⁵ Established under Articles 11 and 14 of the Convention.

⁶ Established under Article 11.7 of the Convention.



3.2. The Secretariat

The Commission is serviced by a small Secretariat based at Pohnpei, Federated States of Micronesia⁷ (see below for organizational chart). The goal of the Secretariat is to provide effective and efficient professional and logistical support to all CCMs in their efforts, individually and jointly, to achieve the objective of the Convention.

The principles that will guide the Secretariat in providing this service include:

- *Respect*: for clients, partners and colleagues alike. Personal and institutional relations will be professional, considerate and courteous. Effort will be made to understand differences which will be valued and respected. Any form of discrimination will not be tolerated.
- *Integrity*: standards based on honesty, fairness, reliability and objectiveness. Without compromising sensitive information, open communication, within the Secretariat and with external stakeholders, will support impartial, transparent and factual exchanges based on the best available information.

⁷ The Commission has established the Secretariat in accordance with Article 15 of the Convention

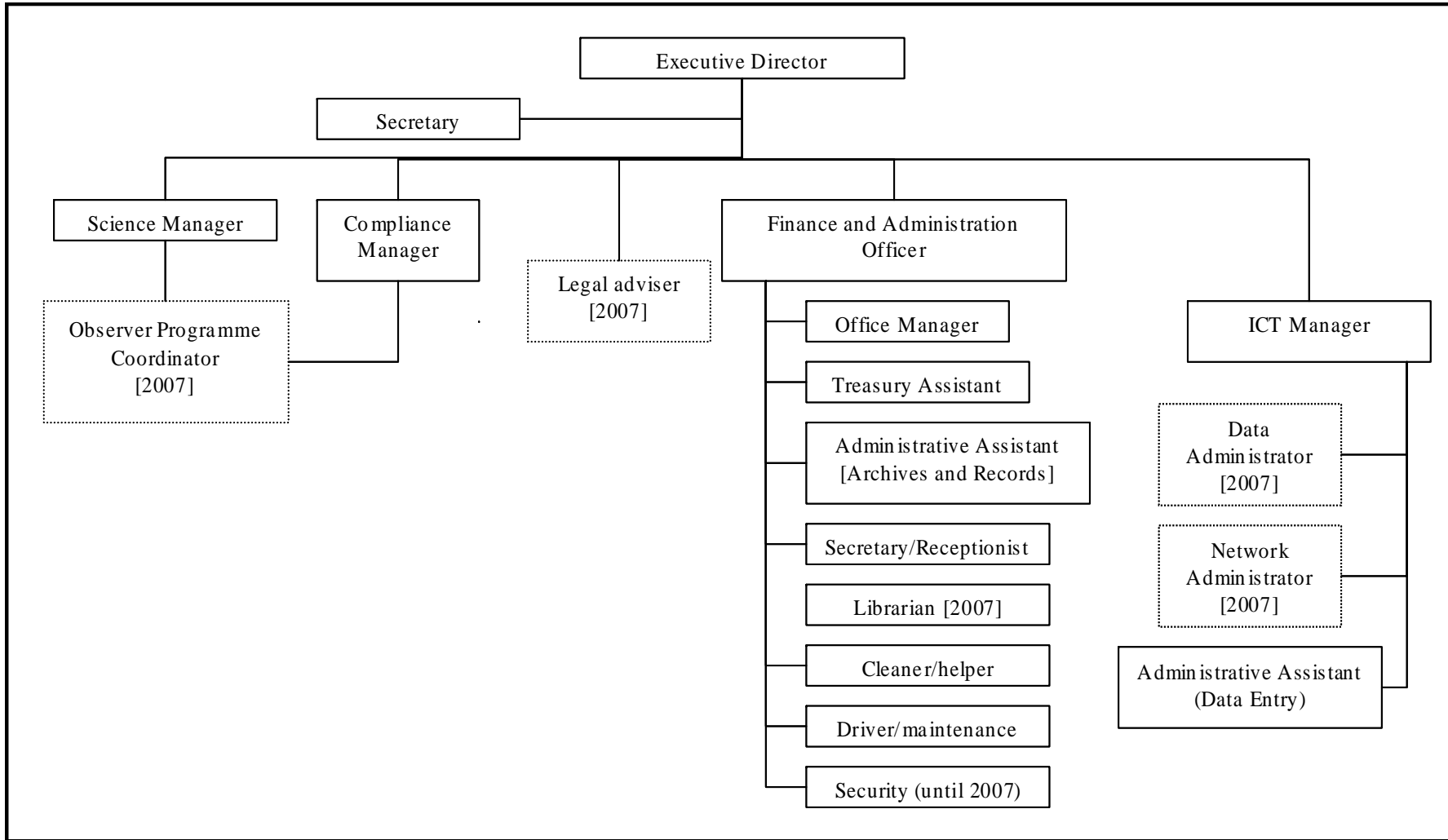
- *Responsibility:* personal and institutional accountability and commitment where skills and knowledge are generously shared for the benefit of the Commission. Personal dedication to team work involving consultation, collaboration and cooperation in the Secretariat, and with Members and partners.

In accordance with Article 15.5, the Secretariat strives to carry out its functions in a cost effective manner, taking into account the capacity of existing regional institutions to perform certain technical secretariat functions. As an example, the Commission has maintained a service provider agreement with the Secretariat of the Pacific Community's Oceanic Fisheries Programme (SPC-OFP) for the provision of data management and scientific services since mid-2005.

3.3. Funding and Resources

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.

ORGANIZATION CHART OF THE SECRETARIAT (replace with current)



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 administration 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 business partners for the Commission's Secretariat.

Other government agencies within CCMs, particularly those responsible for regional and international fisheries relations and ocean affairs, environmental management, international development assistance, tuna industry associations and local environment- and development-focused non-government organizations (NGOs) with an active interest in WCPO tuna fisheries are important national stakeholders.

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 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 stocks.

Mutually beneficial relations with RFMOs concerned with highly migratory fish stocks in other regions (t-RFMOs⁸) and the UN Food and Agriculture Organization (FAO) will also support the effective implementation of this Strategic Plan. Collaboration with these institutions will be particularly important in dealing with matters such as 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

⁸ 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)

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 operationalize 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.

4.2. Operationalizing other International Agreements and Arrangements

The Convention and the activities of the Commission are a significant component of the operationalizing of international standards and obligations enshrined in other international agreements and arrangements. In this context, the commitments and obligations for Members party to the 1982 UN Convention on the Law of the Sea and the 1995 Implementing Agreement relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks are of paramount consideration. Other agreements or arrangements that will guide the work of the Commission include:

- Code of Conduct for Responsible Fisheries and its associated International Plans of Implementation and Technical Guidelines;
- The Compliance Agreement;
- The 2002 World Summit on Sustainable Development and the Johannesburg Plan on Implementation;;
- The Convention on Biological Diversity;
- The 2004 Mauritius Strategy for further implementation of the 1994 Barbados Programme of Action for Small Island Developing States; and
- 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 [2007-2011]. 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. Although it is not specifically articulated in the following table, a major challenge for the Commission within 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. 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

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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.

Operationalizing 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. As long-term sustainable conservation and management measures are unlikely to be effective until the matter of allocation is resolved, it is the priority challenge during the early implementation of this Strategic Plan. The short term goal is to resolve this matter by the end of the [Fifth] Regular Session of the Commission in [2008].

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Target Outcome / Operational Objective	Performance indicators	Means of Performance Monitoring	
Management Organisation	<p>1. All key stakeholders in the WCPO tuna fishery are collaborating with conservation and management measures adopted by the Commission (Articles 5 23 and 32.4).</p>	<ul style="list-style-type: none"> • The proportion of flag States responsible for vessels fishing in the Convention Area that are CCMs. • The degree to which decision-making is transparent and operates efficiently and effectively. • The extent to which port States and market States that are not CCMs have agreed to cooperate with the Commission by implementing specific port and market measures that the Commission adopts. • The proportion of overall fishing effort in the Convention Area that involves tuna fishing vessels flagged to States that are not Members or Cooperating Non-members of the Commission. • The level of engagement of Cooperating Non-members in the work of the Commission, including their active participation in the work of the Commission and their application of Conservation and Management measures. • The extent to which relevant Commission measures are incorporated into national legislation of CCMs. 	<p>Commission Reports; Documentation on the membership of the Commission and the level of cooperation by non-CCMs</p>
	<p>2. The Commission engages in mutually beneficial collaborative activities with RFMOs responsible for highly migratory fish stocks in adjacent ocean areas or elsewhere (Articles 22 and 12.4).</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 and collaboration demonstrated. • The extent to which cooperation and collaboration with other organizations is efficient, effective and generates mutual benefits. 	<p>Commission Reports; Record of communications; Reports to the Commission</p>

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Target Outcome / Operational Objective	Performance indicators	Means of Performance Monitoring
<p>3. The Commission's Secretariat provides high quality and efficient administrative and technical support to Commission Members and other stakeholders (Articles 15 and 16).</p>	<ul style="list-style-type: none"> • 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)); ◦ 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) • The level of staff qualifications relative to their positions. • The consideration given to the recruitment of staff on an equitable basis between Members of the Commission (16.2). • Degree of utilisation of the Commission's Website for 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. 	<p>Unqualified annual audits (Article 19); Staff Appraisals; Feedback from CCMs</p>

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Target Outcome / Operational Objective	Performance indicators	Means of Performance Monitoring
<p>4. Commission-supported capacity development initiatives have demonstrably strengthened the active contribution of developing States in the work of the Commission (Article 30).</p>	<ul style="list-style-type: none"> • The extent to which the Commission has adopted, and is effectively implementing, a capacity development strategy for developing State Members. • 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>Commission Reports; Periodic review of the capacity development strategy and the funding under the Special Requirements Fund</p>

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Target Outcome / Operational Objective	Performance indicators	Means of Performance Monitoring
Management Measures	<p>5. Conservation and Management measures that support long-term sustainability and optimum utilization of highly migratory fish stocks in the Convention Area are adopted on the basis of the best scientific information available (Articles 5(a), (b), (g) and (h), and 12.1 and 12.2).</p> <ul style="list-style-type: none"> • 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; ○ fishing effort is limited to that which is commensurate with the catch limits recommended by the Scientific Committee in accordance with the the sustainable use of fishing resources (5(g)); ○ 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)). • 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. 	<p>Scientific Committee and Commission reports; Periodic independent review of management performance</p>
	<p>6. The precautionary approach is applied in accordance with the Articles 5(c) and 6 and relevant internationally-accepted standards, practices and procedures.</p> <ul style="list-style-type: none"> • The extent to which the advice and recommendations provided to the Commission by the Scientific Committee is precautionary with respect to uncertainty in stock status. • The extent of incorporation of stock specific reference points into management 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. 	<p>Scientific Committee and Commission reports; Periodic independent review of management performance</p>

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Target Outcome / Operational Objective	Performance indicators	Means of Performance Monitoring
<p>7. 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) and (d)).</p>	<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)). • 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)). • The level and accuracy of monitoring the direct impacts of fishing on non-target species, including especially the coverage of scientific observer programmes; • The level of development of research into the indirect effects of fishing on the ecosystem, including trophic and other food web effects. • The number and effectiveness of measures adopted by the Commission to reduce the incidental mortality of other species, particularly sharks, turtles, birds and mammals, and the level of compliance of fishing fleets with these measures. • 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)). • The estimated proportion of fishing effort that uses selective fishing gears that minimize impacts on non-target species and the environment (5(e)). 	<p>Scientific Committee and Commission reports; Periodic independent review of management performance</p>
<p>8. Impacts on biodiversity in the marine environment arising from fishing for highly migratory fish mitigated (Article 5(f)).</p>	<ul style="list-style-type: none"> • The extent to which the impacts of fishing for highly migratory fish in the Convention Area on biodiversity are understood; • The extent to which the Commission has considered the requirement to protect biodiversity, and has plans for this. 	<p>Reports from the Scientific Committee on the impacts of fishing on biodiversity in the Convention Area</p>

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Target Outcome / Operational Objective	Performance indicators	Means of Performance Monitoring
<p>Monitoring, Control and Surveillance</p> <p>9. Complete and accurate data concerning fishing activities are collected and shared in a timely manner (Article 5(i)).</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, inter alia, 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. • The extent to which effective standards for the collection, verification and for the timely exchange 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 2008, 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>

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Target Outcome / Operational Objective	Performance indicators	Means of Performance Monitoring
<p>10. Effective monitoring, control and surveillance procedures for conservation and management measures adopted by the Commission implemented and enforced Article 5(j).</p>	<ul style="list-style-type: none"> • The extent to which appropriate cooperative 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. • 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. • Procedures for boarding and inspection of fishing vessels on the high seas adopted and implemented. • The numbers and coverage of high seas boardings and inspections carried out by CCMs. • Information on port State measures for all CCMs consolidated in the Secretariat. • 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 completed agreed and implemented. • Trade documentation schemes for tuna or mechanisms for tracing tuna originating in the WCPO 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 	<p>TCC and Commission reports; Reports to the TCC of MCS activities by CCMs The Commission's Record of Fishing Vessels; Reports on the implementation of the Commission's VMS; Reports on estimates of IUU fishing in the Convention Area</p>

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 its 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.