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**Restructure of Secretariat Resources**

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**WCPFC20-2023-FAC17-10**  
**16 November 2023**

**Prepared by the Secretariat**

## Purpose and Introduction

1. This paper sets forth a planned restructuring of Secretariat resources, based on the outcomes of a 2023 review of the Commission's emerging priorities against the Secretariat's current structure. The review was undertaken by the Secretariat with the intent of aligning workloads to best respond and adapt to current and anticipated requirements of the Commission, including an increasing need for data analytical work. As described in TCC19 [working paper 18](#) prepared by the Secretariat, an initial phase of enhanced data analytics capability in 2022-2023 demonstrated the potential opportunities for Commission members to derive considerable value from WCPFC data holdings.<sup>1</sup>
2. The review focused primarily on the Secretariat's Compliance section, with changes to this section expected to benefit the overall functioning of the Secretariat in support of the Commission's needs. The required budget to support the intended staff changes results in minimal adjustments to the proposed 2024 budget, and the indicative 2025 and 2026 budgets. A phased approach is considered to be the most practical as well as conducive to delivering enhanced Secretariat services to the Commission throughout the restructuring period and into the future.
3. The review was guided by the WCPFC Convention principles of cost-effectiveness and efficiency, with the ultimate objective of ensuring that the Secretariat's operating structure reflects the best use of Commission resources. The Commission has changed significantly since it first established the Secretariat staff positions in 2005, while the Secretariat reorganised twice between 2005 and 2012, as shown in Figures 1-3. A maturing compliance monitoring scheme, advancements in technology, and a dynamic fishery are examples of some of the factors that have influenced the

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<sup>1</sup> At WCPFC19, the Commission approved within Part 2.3 of the budget a one-year extension of the budget for Enhancing Analytical Secretariat Capacity in 2023, and an additional \$80,000 for 2023 for the Compliance and Monitoring Analyst Consultant. The Secretariat was tasked to report to TCC19 and FAC17, with its views on its experience with the additional consultancy in 2023 to inform further consideration as appropriate at FAC17 on future arrangements (WCPFC19 Summary Report, paragraph 494).

need for the Commission to consider a realignment of Secretariat resources in 2024 to match future work priorities.

4. The changes envisioned for the Secretariat's Compliance team are also motivated by the emerging needs of the Commission with respect to deriving greater value from its large data holdings from several data collection and monitoring programmes. These activities support the Commission's scientific, compliance, and management needs supported in part through the Commission's relationship with the Pacific Community, as the Commission's Scientific Services Provider (SSP) and Data Manager for Scientific Data and Observer Data.
5. The phased approach to restructuring of the Compliance team takes into consideration the contract renewal dates of the current incumbents, and in particular that the positions of Observer Programme Coordinator and VMS Manager are nearing the end of the second four-year contract term.<sup>2</sup> It also responds to the TCC19 recommendations to support the continuation of the two consultancy data analyst positions for 2024 and 2025, and TCC's recommendation that the Commission at WCPFC20 consider establishing a permanent data analyst position.
6. A summary of the phased approach to restructuring is as follows:
  - i. Phase 1 (2024): Shift the Regional Observer Programme (ROP) Coordinator position into an ROP consultancy to ensure service continuity of CCM requested ROP training and ROP audits; repurpose the salary to create a Deputy Compliance Manager position to oversee vessel management and monitoring programmes; redefine the Assistant Compliance Manager role to be a Policy Adviser position.
  - ii. Phase 2 (2025): Maintain ROP consultancy, shift VMS tasks to report to Deputy Compliance Manager; repurpose the VMS Manager salary to create a Data Analyst staff position (J) and new support staff position; and allow for some transition between data analyst consultancies and the staff position.
  - iii. Phase 3 (2026): Maintain ROP consultancy.
7. The incumbent Compliance Manager, ROP Coordinator, VMS Manager, and Assistant Compliance Manager were consulted throughout the internal review and had the opportunity to provide feedback and input to the restructuring of staff positions. In addition, the Finance and Administration Manager provided support on corresponding budget requirements.

## Background and Evolution of the Secretariat's Compliance Staff Structure

8. The Secretariat's staff positions were first established in 2005 at WCPFC2. The original Secretariat organisational structure was recommended by Working Group I of the Preparatory Conference and adopted by WCPFC2 with minor revisions, as shown in Figure 1.<sup>3</sup> Likely in anticipation that staff needs would evolve over time and adaptation of Secretariat resources would be necessary, the Commission noted at WCPFC2 that it is the responsibility of the Executive Director to manage

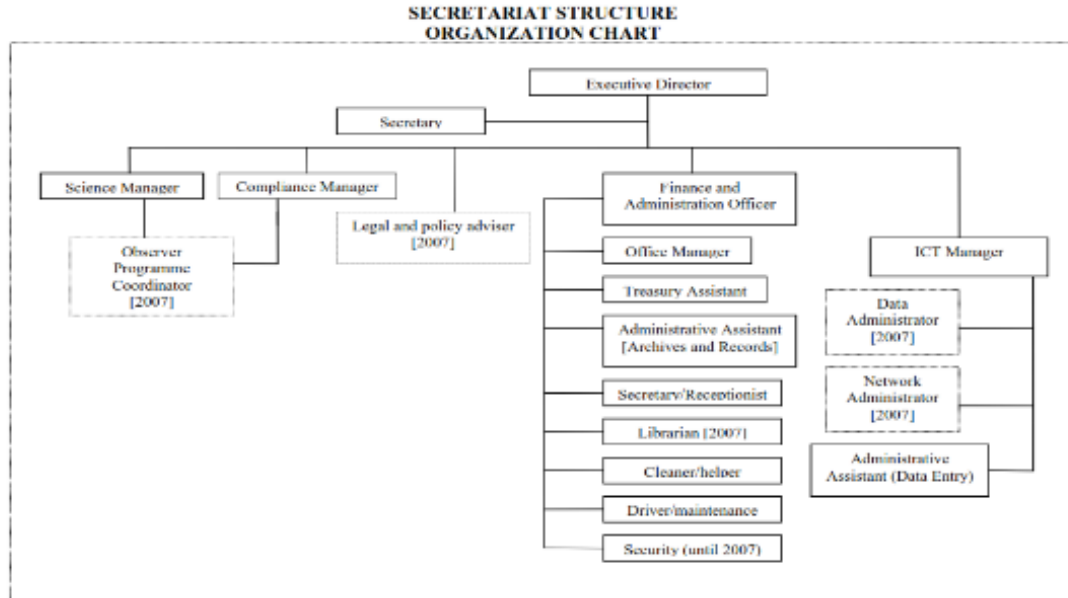
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<sup>2</sup> 23 February 2024: end of 2<sup>nd</sup> 4-year contract for ROP Coordinator – readvertisement required. 8 January 2025: end of 2<sup>nd</sup> 4-year contract for VMS Manager – readvertisement required. 22 June 2024: end of first 4-year contract for Assistant Compliance Manager.

<sup>3</sup> See [WCPFC2-2005-19](#).

Secretariat functions cost-effectively and to report with full transparency to the Commission<sup>4</sup>. The Commission's support for the Executive Director's role in aligning Secretariat staffing to Commission requirements has, over time, resulted in a stable, diverse, and committed Secretariat staff complement for nearly 18 years.

Figure 1. Original Secretariat Structure (2005)

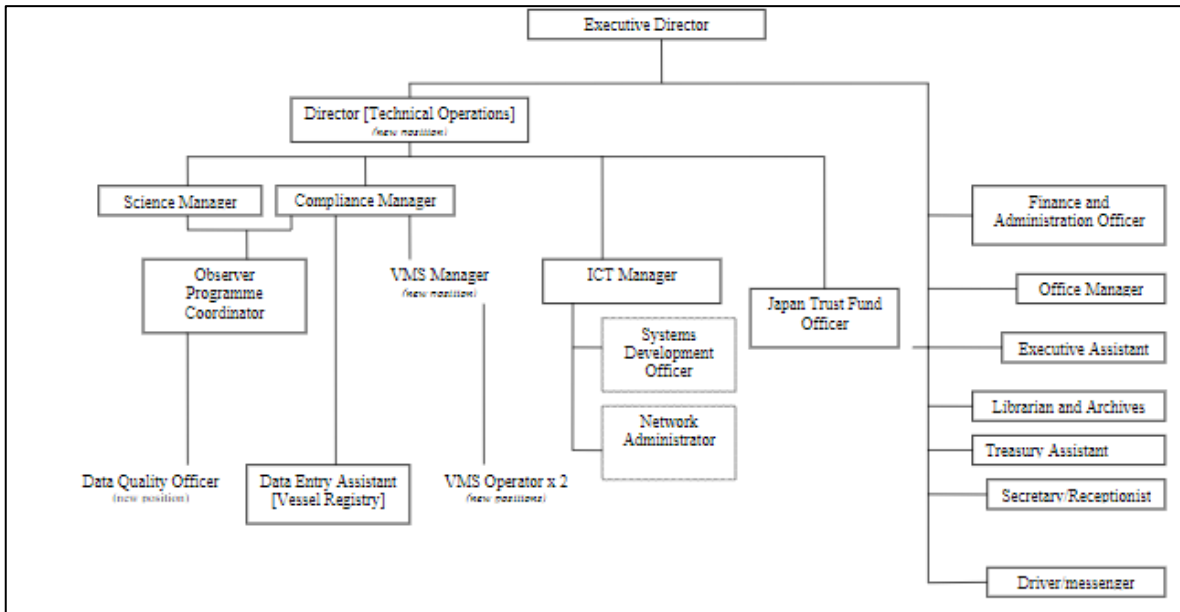


9. The Compliance Manager position was established at the same time as the Science Manager position, as part of the initial staff complement in 2005. The inaugural Compliance Manager, Dr. Andrew Richards (PNG), was recruited in 2006, followed by the late Peter Flewelling (Canada). The incumbent Dr. Lara Manarangi-Trott (Cook Islands) was recruited in February 2012.
10. The incumbent ROP Coordinator, Karl Staisch (Australia), was successfully recruited to the post in February 2007, to support the Commission's establishment of the Regional Observer Programme. A significant amount of work was undertaken in the early formative years of the Commission, with the ROP at the top of the Commission's priorities. Unlike other Regional Fisheries Management Organisations, the WCPFC's ROP is based on the use of existing regional, subregional, and national observer programmes of CCMs. Karl's prior experience with national and regional observer programmes was a key asset for the Commission's efforts to establish the ROP that is in full operation today.
11. Other current positions in the Secretariat's Compliance section have been added at various times between 2007 - 2012 to reflect the growing needs of the Commission with respect to developing its capability to assess the performance of its conservation and management measures for target and non-target and associated or dependent species. This included the incumbent and inaugural VMS Manager, Albert Carlot (Vanuatu), who was recruited to the post in January 2009 and with his prior experience in establishing the FFA VMS, he has capably supported the operationalisation

<sup>4</sup> See WCPFC2 Summary Record, paragraph 72.

of the service level agreement for WCPFC VMS services to date. The organisational structure from 2008 is illustrated in Figure 2 below.<sup>5</sup>

Figure 2. Secretariat Structure in 2008

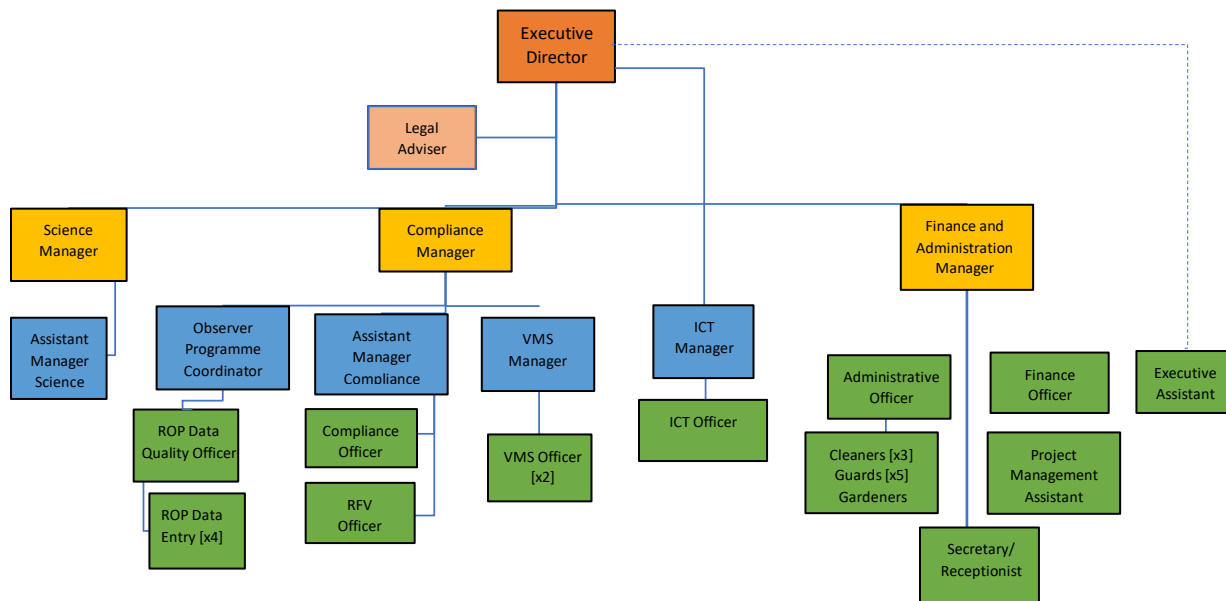


12. The establishment of numerous data collection and monitoring programmes, many of which are administered by the Secretariat, is evidence of the importance of these activities to the Commission’s overall management framework. In response to an expanded workload across the breadth of the Secretariat’s work in support of the TCC workplan, including the Compliance Monitoring Scheme, the Assistant Compliance Manager post was established by the Commission in 2012. The current incumbent Eidre Sharp (New Zealand) was recruited in June 2020 and she brought extensive experience in fisheries MCS and compliance, and application of e-technologies in fisheries, from New Zealand and in other RFMOs.

13. After 20 years, the Commission has matured to a stage where core CMMs are in place, accompanied by well-established data collection and monitoring programmes. As the Commission has developed, so has technology and the efficiency gains that come with it. The next phase of the Commission’s work is focused on closing remaining gaps in its management work which includes the transition to harvest strategies and the enhanced data collection and monitoring programmes that support them. In addition, the Commission has started moving into other critical areas of work closely associated with its mandate, such as climate change considerations and the safety of vessel crew. The organisational structure for the Compliance team which has been in place since 2012, is shown in Figure 3 below.

<sup>5</sup> [WCPFC5-2008-FAC2-11](#) – Note the proposed position of Director [Technical Operations], Systems Development Officer and Librarian and Archivist were not filled. The Japan Trust Fund Officer was a short-term secondment initially to support the establishment of the administrative arrangements for the Japan Trust Fund.

Figure 3. Current Secretariat Structure (2023)



14. The Commission’s continued evolving work requires a Secretariat that can adapt appropriately and maintain quality support to the membership. The needs of the Commission have changed dramatically since it adopted the initial Secretariat staff structure in 2005. Acknowledging the need to adjust support services to meet current and emerging priorities reflects a Commission that is positioned for long term success.

### Rationale for restructuring the Secretariat Compliance team

15. For several years, the Secretariat has considered the need to enhance its in-house analytical capacity and explored opportunities to achieve this. The objective is to more efficiently provide more robust information to inform the Commission’s work and decisions. For example, in 2021, the Secretariat advised TCC17 of its forecast that additional resources were required to expand the analytical capability of the Secretariat.<sup>6</sup>

16. Alongside this, the Secretariat has recognised there have been incremental increases in routine work for the Compliance team because the completion of some of the TCC Workplan items often

<sup>6</sup> [TCC17-2021-21 Preliminary consideration of anticipated forecast of Secretariat work commitments for TCC 2022/2023](#) at the time the Secretariat had forecasted the need for greater analytical work in four areas:

- a. Establishing and refining ongoing processes that support the CMS.
- b. Developing automated extraction and provision IT tools to support the parameters of common data requests to improve support to members MCS activities.
- c. Further enhancing public access to WCPFC scientific data and information, and summary information from the Commissions monitoring programmes, and
- d. Preparedness to complete ad-hoc analytical reports in response to requests from TCC, the Commission, and from WCPFC IWGs, about fishing activities and implementation of CMMs in the Convention Area.

results in additional new routine work as the focus of the task shifts to implementation and associated Secretariat support.

17. Short-term resources have been used often and effectively over several years to supplement Secretariat capacity, particularly to support TCC and various IWGs as well as for IT-related developments and refinements. These resources have been used for consultancies, to support secondments and include some in-kind assistance, and they have enabled the Secretariat to successfully deliver on priority activities. The resources have also in part, provided valuable insights into the need for and focus for any longer-term resources. As an example, during 2020/21, the Secretariat was requested to support the delivery of a comprehensive study which included a detailed analysis related to transshipment activities in the WCPFC Area.<sup>7</sup>
18. Although the Secretariat has had multiple successes in securing and utilizing short-term resources for specialist consultancies to supplement the Secretariat's work, the sustainability of this approach is uncertain, and changes are necessary. Recent proposals from the Secretariat to address workload concerns through establishing new staff positions have not been fully supported (e.g. [WCPFC19-2022-FAC16-11](#) and [WCPFC13-2016-FAC10-07](#)). It is partly due to the outcome of these past approaches that the current review was focused on restructuring within current resources as the appropriate avenue to achieve desired outcomes at minimal additional cost.
19. As mentioned in the introduction, the internal review process considered potential options<sup>8</sup> within the scope of existing resource levels which could benefit the overall functioning of the Secretariat in support of the Commission's needs. The purpose of the review was to explore ways that the current level of resources within the Compliance team could improve outcomes for Commission members in terms of the added value and utility derived from information reported by CCMs for various purposes.
20. The outcome of the review is presented under the following four themes:
  - i. Continuation of Secretariat ROP services for training and audit certifications through Consultancy

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<sup>7</sup> The detailed analysis was completed in late 2022 by SPC-OFP, utilizing voluntary funds from the United States. The reports from the work were included in the information presented to the [TS-IWG01](#) meeting held online in May 2023.

<sup>8</sup> For completeness, some brief thoughts are provided here about the limitations of other potential options which were also considered:

- CCMs could be requested to provide secondments over a medium-term period to address a specific gap in Secretariat, such as to assist the Secretariat in supporting the establishment of new processes, rather than routine tasks e.g. JTF/NC Liaison from Japan, E-reporting secondment from Australia and various CCM secondments who assisted in the first few years of the establishment of the CMS.
- Internships have small budgetary implications but tend to have as a primary objective to provide work experience for the intern and so they can learn more about WCPFC. Internships are not reliable options for supplementing the ongoing routine work of the Secretariat.
- External funding could be explored which could be used for reliable multiyear funding of specific positions e.g. similar to Dr Shelley Clarkes placement at WCPFC under the first phase of the Common Oceans -ABNJ project. However external funding opportunities do take time to progress, and although the Secretariat has been exploring, there aren't any current opportunities it is aware of.

- ii. Achieving greater integration in data collected and reported through WCPFC's Vessel Management and Monitoring Programs
- iii. Strengthening support to CCMs in meeting WCPFC obligations
- iv. Preparing for a future staff Data Analyst

*i. Continuation of Secretariat ROP services for training and audit certifications through Consultancy*

21. One of the first tasks of the ROP Coordinator was to work with CCMs to establish the Commission's Regional Observer Programme consistent with Article 28 of the WCPFC Convention. This effort was undertaken in part through an intersessional working group (IWG) established at WCPFC3 in 2006 and supported by the Secretariat.
22. Over the last 16 years, the Commission has continued to strengthen and refine its ROP. The breadth of work that has been accomplished can be seen in the conservation and management measure (CMM) for the Regional Observer Programme ([CMM 2018-05](#)), and importantly, in the CMM for the protection of observers ([CMM 2017-03](#)). The [ROP webpage](#) on the WCPFC website contains a comprehensive set of technical guidance and other relevant forms to support the current operations of the WCPFC ROP. WCPFC's ROP data management services are also routinely outsourced to the Oceanic Fisheries Programme of the Pacific Community, and the recent uptake of e-reporting technologies is expected to provide scope for this budget line to cover the establishment and management of new data flows arising from transshipment monitoring and the future establishment of E-monitoring.<sup>9</sup>
23. The opportunity to review the Secretariat's role in the ROP arises from the maturity of the ROP in the WCPFC and the core, routine maintenance functions of the ROP Coordinator on an annual basis to (1) audit national programmes and (2) provide observer training (including cross-endorsement training), when requested. The work carried out through the IWG-ROP, including present activities, is jointly supported by the ROP Coordinator, Compliance Manager, Assistant Compliance Manager and with the assistance of SPC.
24. The shift of the ROP Coordinator role from being an established Secretariat staff position to a multi-year consultancy recognises the advanced stage of the ROP and changed needs of CCMs since the Commission's inception in 2004. A multi-year consultancy offers cost efficiencies through a tailored annual workplan that focuses on maintaining updated national observer programme audits and trainings on a managed schedule. The approach also accounts for the extensive experience that lies within each CCM national observer programme, with the current and expected ongoing focus of the ROP being on refining data needs, ensuring data quality, and building on the Commission's analytical capabilities to link its data holdings to assessing effectiveness of conservation and management measures. The reactivated IWG-ROP workplan will also have ongoing implications for the Commission's data holdings and processes. The commencement of the Consultancy in 2024 takes into consideration the end of the 2<sup>nd</sup> 4-year contract for the ROP Coordinator in February 2024.

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<sup>9</sup> ROP data management budget line is located within Part 2.3 of the budget and has been maintained at \$924,904, and annually reported to SC and TCC through [TCC19-2023-IP02](#) *Status of Observer Data Management*.



*ii. Achieving greater integration in data collected and reported through WCPFC's Vessel Management and Monitoring Programs*

25. The establishment of the Deputy Compliance Manager position provides an opportunity to streamline and achieve greater integration within the Secretariat across the Commission's data collection and monitoring programs. The intention is to allow for a greater Secretariat focus on data quality and on supporting CCMs to close their data and reporting gaps or, where not possible, highlighting issues for the Commission's consideration. The reorganising recognizes that the Commission's main compliance-related programs are now well-established, and the work over recent years to streamline and enhance processes and the supporting IT-related tools that support CCMs with reporting and addressing data gaps. Annual maintenance and continual enhancement of processes and online tools is recognized as a core function of the Secretariat's work, and the organisation of staff within the team reporting to the new Deputy Compliance Manager will have two main areas of focus.
26. First, VMS-related tasks would no longer be classed as a standalone work stream in the Secretariat but would be integrated within the Vessel Management work area, alongside the Record of Fishing Vessels (RFV), charter notifications, and vessel-specific MCS operational queries. Since its inception in 2009, the Pacific VMS has become well-established, achieving its stated purpose of cost-effectively monitoring the activities of fishing vessels authorized by flag States to fish for highly migratory fish species in the Convention Area in areas beyond jurisdiction of the flag State. Over the last five years, considerable progress has been made by CCMs to address VMS data gaps and improve the number of vessels reporting to the Commission VMS.<sup>10</sup> The Secretariat's streamlined annual report to TCC19 ([RP01](#)) demonstrates the progress that has been achieved through the development of various monitoring processes and online tools with the purpose of supporting CCMs in addressing their VMS data gaps. This will be further complemented by the further developments that are planned for support by data analytical consultants in 2024/25.
27. Such an integrated approach is already supported by the upgraded RFV system and supporting training system which was released in April 2023. In planning the development of the new RFV system, the Secretariat had aimed to streamline CCM's ability to exercise greater control and management of their data in the RFV, WCPFC VMS MTU activations, and associated CCM reporting, with very little need for intervention from the Secretariat. The upgraded RFV system also provides concurrent streamlining opportunities in the Secretariat to support the redefining of some of the Compliance teams roles in a more integrated way that is focused on supporting CCMs to exercise greater management and control over their flagged or chartered vessels, and to shift the Secretariat's focus to issues related to data quality.
28. Second, the current ROP-data related work would sit alongside other data collection and monitoring tools which are supported directly by the Secretariat, such as HSBI, CCFS, transshipment-related reporting and monitoring, and MCS operational support. It also includes new emerging technical areas such as E-monitoring and Port Inspection related-reporting. This approach aims to leverage the data and information holdings for Commission decisions and to support member flag and port State responsibilities. A more integrated approach to the way that

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<sup>10</sup> In 2019, the Commission established the VMS-Small Working Group ([VMS-SWG](#)) to address the VMS data gap and improve the number of vessels reporting to the Commission VMS.



the WCPFC's data collection and monitoring tools are managed within the Secretariat is expected to provide greater focus on improving the quality and use of WCPFC data for supporting conservation and management measures, including harvest strategy elements.

29. The reorganisation of all the Commission's data collection and monitoring tools together is intended to remove any silos in workflow processes and will support a greater focus on enhanced data analysis and reporting. The reorganisation is also expected to provide improved scope for the Secretariat to leverage short-term resources such as secondments and consultancies in response to Commission priorities. For example, a less frequent and more technical Secretariat role for CCM's MTU type-approvals could be suitably supported through consultancy arrangements or out-sourcing.<sup>11</sup> The reorganisation of the VMS-related tasks in 2025, takes into consideration the end of the 2<sup>nd</sup> 4-year contract for the VMS Manager in January 2025.

*iii. Strengthening support to CCMs in meeting WCPFC obligations*

30. The Secretariat's support activities to members over the past 18 months has indicated that some CCM officials are either not aware or have limited knowledge of specific Commission requirements and processes, which impacts implementation of obligations. This adds detail to the Capacity Assistance Needs requests received by the Commission each year and will continue to arise from the Commission's ongoing work to progressively respond to and modernize management needs for WCPO tuna stocks and the fishing-related activities of those WCPFC members, particularly small island developing States and participating territories.
31. Daily examples of this appear in CCM reporting on implementation of newer conservation and management measures and in the capacity of members to monitor and act on issues within their own fleets whether on the high seas or in their Exclusive Economic Zones. This issue was presented by the Secretariat in TCC19 [working paper 19](#) and acknowledged by CCMs in their appreciation for the IT upgrades and associated training and guidance from the Secretariat, with a corresponding recommendation that such support continue to ensure that CCMs can make the most effective use of processes and supporting tools.
32. While national and sub-regional capacity development programmes exist with well-defined training programmes, the Secretariat has identified areas where additional complementary learning resources are needed. Building on some of the guidance from members at the recent TCC19, these would be targeted to specific WCPFC functions and processes, including supporting members annual reporting.
33. The redefinition of the Assistant Compliance Manager role to a new position of Policy Adviser (J) is to ensure that the Secretariat is better placed to assist with analytical work across compliance and science, and to support broader work within the Secretariat in communication of the Commission's work (including in the form of meeting document preparations to support Commission meetings, including subsidiary bodies). The expectation is that this role would complement and work closely with the Deputy Compliance Manager's team in supporting CCMs to meet their WCPFC reporting obligations including through support to development of guidelines and learning aid tools delivered through WCPFC's online systems, as well as provision

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<sup>11</sup> A WCPFC2 decision encouraged the Executive Director to outsource secretariat services as much as possible. (See WCPFC2 Summary Report, paragraph 73.)

of training to CCMs. The redefinition in 2024, takes into consideration the end of the 1<sup>st</sup> 4-year contract for the Assistant Compliance Manager in June 2024.

*iv. Preparing for a future staff Data Analyst*

34. The Secretariat reported and positively demonstrated to TCC19 the progress and experience from two analytical consultancies that took place in 2022-2023.<sup>12</sup> The progress to date includes the development of several prototype analytical tools, as a proof of concept, to support Secretariat tasks in verification and monitoring of high seas activities including High Seas Pocket special management areas, at-sea transshipment activities, VMS reporting analyses, and Vessel authorization and data gaps. Several streamlined and enhanced TCC19 annual reports were also prepared which positively demonstrated the results from the consultancy arrangements.
35. TCC19 expressed appreciation for the presentation and paper on enhanced data analysis and interpretations (TCC19 [working paper 18](#)) and noted the benefit to the Commission and concomitant efficiencies gained by the Secretariat through the data analytic consultancies. TCC19 did note that the outputs delivered through the consultancies provided several benefits to members and added value to the Commission's work. TCC19 recommended that the Finance and Administration Committee and the Commission at WCPFC20 consider supporting two data analytic consultancies for 2024 and 2025 and to also consider whether a permanent staff position focused on data analytics be added to the Secretariat staffing plan in the future. TCC19 also noted that when developing further data analytical tools, output metrics will need to be considered to demonstrate the value to CCMs that the tools have provided in supporting improved CCM compliance.
36. Whilst there are existing integrated fisheries information management IT-related tools that are available at the national and sub-regional level for many WCPFC members, the Secretariat has identified areas where additional complementary processes and IT-related solutions to deliver WCPFC information products and reports are needed. Building on the guidance from members at the recent TCC19, the tools would be targeted to specific WCPFC functions and processes and take the form of online displays and dashboards to facilitate and support member awareness of issues requiring greater focus. These include reporting and implementation of WCPFC obligations, but also vessel management, and targeting of issues that members may not be aware of e.g. VMS reporting issues, reporting gaps, data gaps, understanding their fleet activity over time and in the present, and importantly, identifying any anomalies.
37. The Secretariat supports the recommendation from TCC19 to continue the two analytical consultancies in 2024 – 2025 as this will be important to ensuring that existing planned work to operationalize the streamlined reporting approaches and further develop the prototypes dashboard tools can be most efficiently continued and progressed. Establishing a staff position of data analyst in 2025 will ensure the continuation of this critical work in support of CCMs, with its focus able to be more specifically defined based on the work undertaken from 2022-2024. In 2025, the new Secretariat data analyst staff member would receive a handover from the two analytical consultants, and the staff analyst can be tasked with maintaining the new online application tools

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<sup>12</sup> See [TCC19-2023-18](#) *Enhanced data analysis and interpretation: experiences and opportunities* which shares the Secretariat's experience with consultancies that have significantly enhanced the analysis and presentation of WCPFC data holdings, and to consider the corresponding opportunities for the Commission

for Secretariat and CCMs and with progressing the continual improvements to these tools to improve ease of use for CCMs, until monitoring indicates that a new approach is needed.

### Planned staff position changes and corresponding budgets

38. Figure 4 below shows the anticipated changes in each phase (year) of the restructuring, along with the associated budget support for the change. The phased approach and schedule consider that two of the professional positions (ROP Coordinator and VMS Manager) are nearing the end of the second four-year contract term, and so 2024/25 is an opportunity to consider this restructure and potentially look to progressively recruit for new positions.<sup>13</sup>
39. The tables below outline the required budgets to support the Secretariat's revised structure over a three-year period from 2024-2026. Table 1 shows the current budget for the relevant budget lines and Table 2 shows the revised budget numbers. The planned changes will result in a minimal increase in the proposed budget for 2024, a minimal increase to indicative budget for 2025, and ~\$13,000 increase to the indicative budget 2026.
40. The 2023 contract for the data analyst consultancy has unused funding to continue the consultancy partially through 2024. \$30,000 has been included in the 2024 proposed indicative budget (Table 2) to continue the work through the end of 2024.
41. The anticipated changes in staff positions for each phase (year) of the restructuring are also shown in organisational charts annexed to this paper. Note that in the 2025 organisation chart the schedule for restructuring of support staff positions should be considered indicative. The actual recruitment schedule will aim to be efficient and cause the least disruption to existing staff. The aim is to have minimal adjustments over the 2024/2025 phased period to support staff reporting lines under the restructured Compliance team.
42. The process for the planned position changes adheres to the Staff Regulations and terms of contract for those staff affected by the change.<sup>13</sup> Per Staff Regulation 13 - Appointment Procedure, contracts are for a maximum of 4 years with an option to extend the contract for an additional 4 years based on the needs of the Commission and the performance of the staff member. At the end of the second term, or 8 years in total, the contract is completed, and the position must be readvertised. Incumbents are eligible to apply for the position when readvertised.

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<sup>13</sup> 23 February 2024: end of 2<sup>nd</sup> 4-year contract for ROP Coordinator – readvertisement required. 8 January 2025: end of 2<sup>nd</sup> 4-year contract for VMS Manager – readvertisement required. 22 June 2024: end of first 4-year contract for Assistant Compliance Manager.

Figure 4. Planned phased approach 2024 - 2026

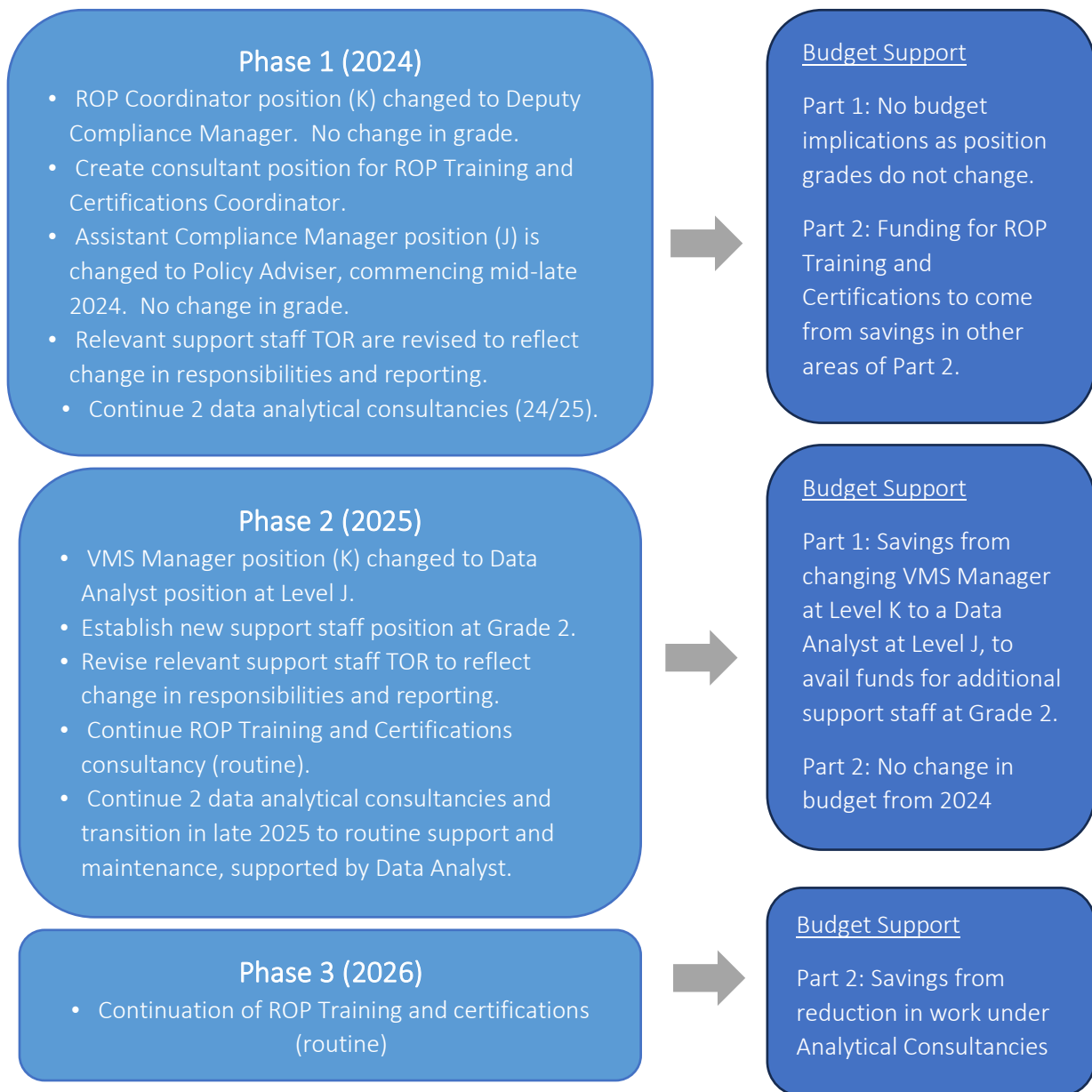


Table 1 - Current 2024 proposed budget and indicative budgets for 2025 and 2026.

	<i>Indicative budget 2024</i>	<i>Proposed budget 2024</i>	<i>Indicative budget 2025</i>	<i>Indicative budget 2026</i>
<b>Part 1 - Administrative Expenses of the Secretariat</b>				
<b>Sub-Item 1.1: Staff Costs</b>				
Professional Staff Salary	1,027,522	1,025,066	1,028,555	1,032,113
Professional Staff Benefits and Allowances	1,014,209	1,016,365	996,781	998,880
Professional Staff Insurance	185,173	196,560	198,441	200,879
Recruitment/Repatriation	25,565	25,565	0	25,565
Support Staff	532,611	540,682	544,522	545,435
<b>Total, sub-item 1.1</b>	<b>2,785,080</b>	<b>2,804,238</b>	<b>2,768,298</b>	<b>2,802,872</b>
<b>Sub-item 1.3: Official Travel</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>	<b>210,000</b>
<b>TOTAL, Section 1/Item 1</b>	<b>2,995,080</b>	<b>3,014,238</b>	<b>2,978,298</b>	<b>3,012,872</b>
<b>Sub-item 2.3      Technical &amp; Compliance Programme</b>				
ROP - Audit/Remediation	15,000	15,000	15,000	15,000
ROP - Training, Assistance & Development	10,000	10,000	10,000	10,000
Enhance Secretariat Analytical Capacity	40,000	80,000	80,000	40,000
Compliance and Monitoring Analyst Consultant	0	80,000	80,000	40,000
<b>Total, item 2.3</b>	<b>65,000</b>	<b>185,000</b>	<b>185,000</b>	<b>105,000</b>
<b>Total, Parts 1 &amp; 2</b>	<b>3,060,080</b>	<b>3,199,238</b>	<b>3,163,298</b>	<b>3,117,872</b>

Table 2 - Changes to the current 2024 proposed budget and indicative budgets for 2025 and 2026 to support restructure.

	<i>Proposed budget 2024</i>	<i>Indicative budget 2025</i>	<i>Indicative budget 2026</i>
<b>Part 1 - Administrative Expenses of the Secretariat</b>			
<b>Sub-Item 1.1: Staff Costs</b>			
Professional Staff Salary	1,016,273	993,013	1,002,681
Professional Staff Benefits and Allowances	1,005,184	993,803	999,507
Professional Staff Insurance	181,566	183,447	185,885
Recruitment/Repatriation	25,565	0	25,565
Support Staff	540,682	593,252	596,978
<b>Total, sub-item 1.1</b>	<b>2,769,270</b>	<b>2,763,514</b>	<b>2,810,614</b>
<b>Sub-item 1.3: Official Travel</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>TOTAL, Section 1/Item 1</b>	<b>2,969,270</b>	<b>2,963,514</b>	<b>3,010,614</b>
<b>Sub-item 2.3      Technical &amp; Compliance Programme</b>			
ROP Travel for Audits and Training	35,000	35,000	35,000
ROP - Consultancy	85,000	85,000	85,000
Enhance Secretariat Analytical Capacity	80,000	80,000	0
Compliance and Monitoring Analyst Consultant	30,000	0	0
<b>Total, item 2.3</b>	<b>230,000</b>	<b>200,000</b>	<b>120,000</b>
<b>Total, Parts 1 &amp; 2</b>	<b>3,199,270</b>	<b>3,163,514</b>	<b>3,130,614</b>

## Anticipated gains to efficiency

43. In addition to the scenarios outlined above with respect to enhanced data analysis to support the Commission's emerging scientific and compliance programmes, the organisational changes are expected to contribute to supporting more focused workplans of the Commission and its subsidiary bodies. The refined approach to data review and analysis will support clearer identification of gaps and challenges, which corresponds to targeted actions. The effect of streamlined discussions and outcomes is greater efficiencies for the organisation overall.
44. The planned adjustments to the Compliance team are also expected to provide greater opportunities for locally recruited support staff to have expanded and better professional career development and growth opportunities, that can be better supported peer-to-peer as well as through dedicated training. Currently, the organisational structure provides limited opportunities for support staff to work across MCS tools and to gain experience in other teams. The effect of reduced observer placements during the COVID-19 pandemic in 2021 required a refocusing of ROP data entry staff toward assisting the VMS Manager and Assistant Compliance Manager with their tasks. This has continued through to 2023 due to the volume of ROP data available and because the data entry staff have enjoyed working in a more integrated way with both VMS and Compliance staff. Both have indicated an interest in the greater professional development opportunities through continued hands-on experience in other areas of the Commission's Compliance work.
45. As explained previously, the planned restructure will have a minimal impact on the overall staff costs for the Compliance team but is expected to have maximum impact on ensuring that the Secretariat is better positioned to give greater focus to improving the use of WCPFC data to support the Commission's conservation and management efforts. The restructure of the Compliance team will ensure that the Commission has a broader base of policy, data analysis, and monitoring competency in the Secretariat that can be leveraged by members and stakeholders in support of meeting the Convention's Objective.
46. The input and contributions of the affected staff, the Compliance Manager, and Finance and Administration Manager to shaping this restructure is acknowledged. Their feedback and input which drew from their considerable experience added value to the development and preparation of this paper.

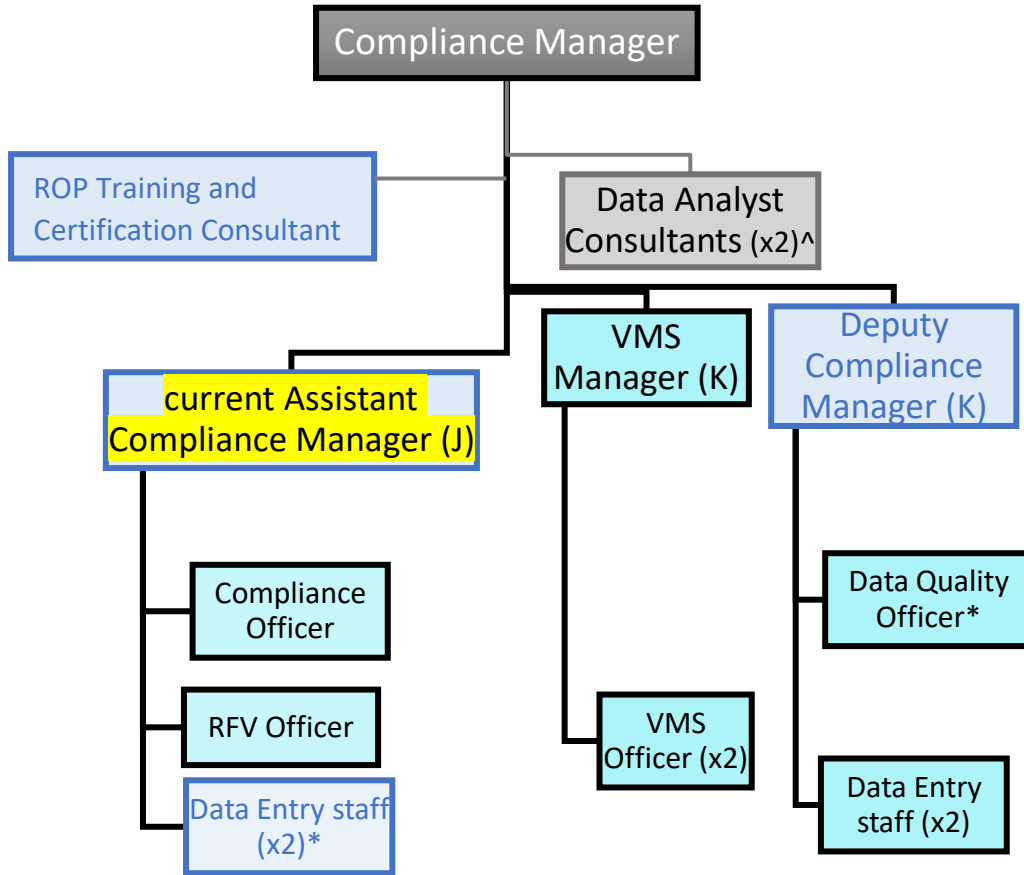
## Recommendation

47. FAC17 is invited to note the planned restructuring of Secretariat resources and associated budget changes as indicated in the paper.

Annex – Planned restructure of Compliance Team

Phase 1: 2024

(blue boxes indicate changes from previous year)



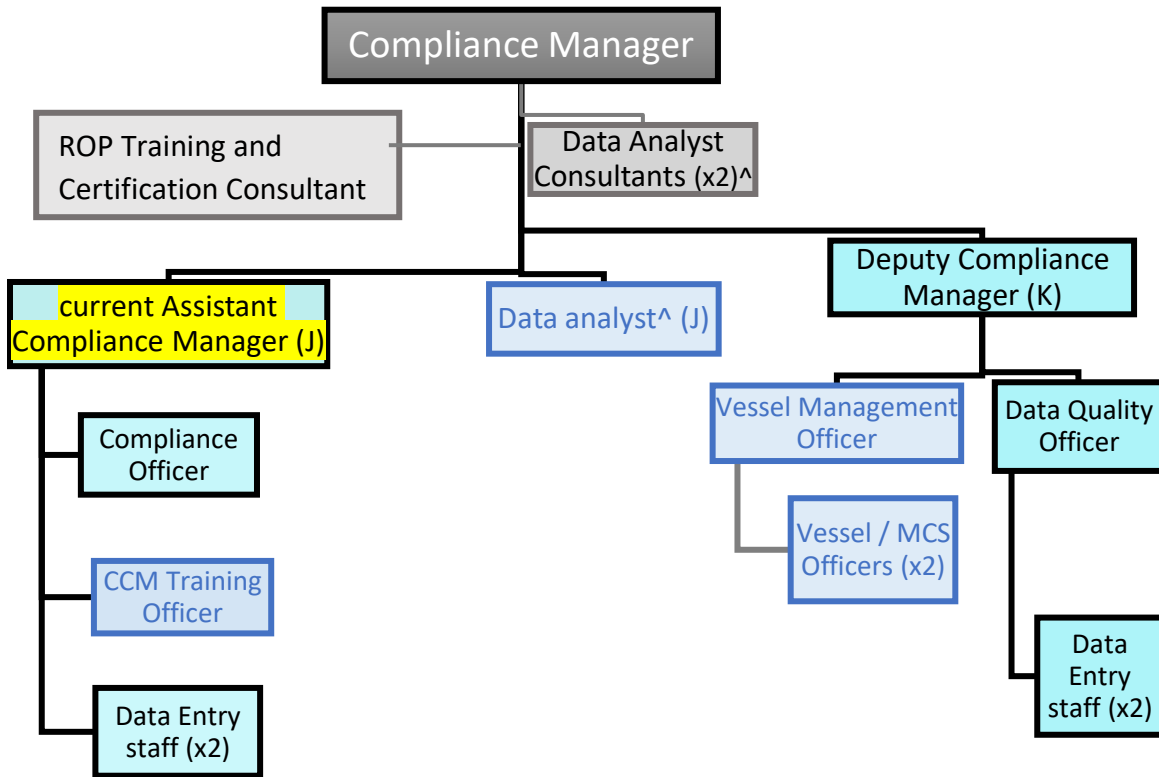
\* At the time of writing, the Data Quality Officer and 2x Data Entry Positions were unfilled, but the intention is to recruit these in 2024. In 2021-2023 while the ROP data entry was limited by COVID, the two ROP data entry staff have been assisting the VMS Manager and Assistant Compliance Manager with their work.

^ Analysts are expected to work closely with SPC, as WCPFC's Scientific and Observer Data Manager, the WCPFC's Science team, and WCPFC's ICT Team, including IT contractors with respect to delivery and maintenance of databases and related systems.



## Phase 2: 2025

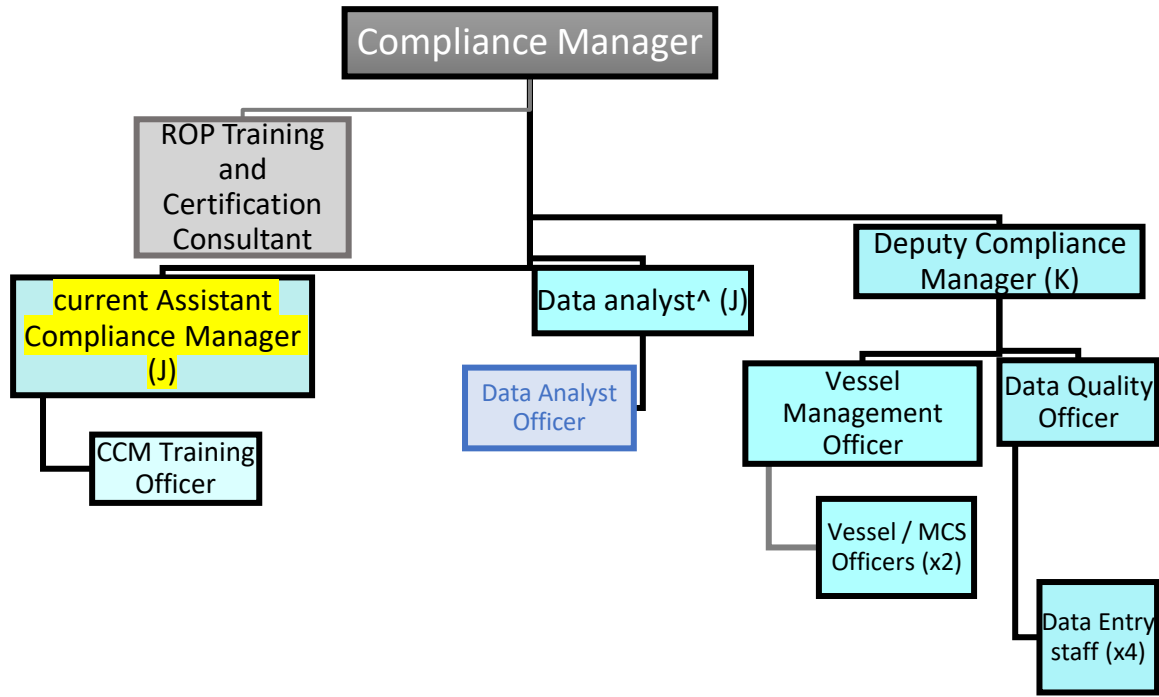
(blue boxes indicate changes from previous year, and schedule for adjustment of support staff positions reporting lines should be considered indicative)



*^ Analysts are expected to work closely with SPC, as WCPFC's Scientific and Observer Data Manager, the WCPFC's Science team, and WCPFC's ICT Team, including IT contractors with respect to delivery and maintenance of databases and related systems. The 2025 arrangements for the two data analytical consultancies will transition in late 2025 to routine support and maintenance, supported by the staff Data Analyst.*

### Phase 3: 2026

(blue boxes indicate changes from previous year, and schedule for adjustment of support staff positions reporting lines should be considered indicative)



*^ Staff data analyst is expected to work closely with SPC, as WCPFC's Scientific and Observer Data Manager, the WCPFC's Science team, and WCPFC's ICT Team, including IT contractors with respect to delivery and maintenance of databases and related systems.*