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**Secretariat Corporate Plan**

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**WCPFC20-2023-29**  
**20 November 2023**

**Prepared by the Secretariat**

## Introduction

1. This paper provides an overview of the evolution of the Commission’s planning framework to inform discussions at WCPFC20 relating to the Secretariat’s Corporate Plan and future considerations of a Commission Strategic Plan. Information is also provided on the Secretariat’s review in 2023 of its Corporate Plan and a proposed way forward.

## Background

2. The Commission’s discussions on its organisational planning framework have been mixed throughout the years since the Commission’s first meeting. See **Attachment** for relevant excerpts and outcomes of Commission discussions since WCPFC2.
3. The Commission first considered a formal planning document for the Secretariat at WCPFC2 when it adopted a budget of USD15,000 for development of a “*Business Plan*”. The Commission’s record of discussions at **WCPFC2** around this matter is limited, however documentation submitted by the Secretariat in 2006 to **WCPFC3** suggests that there was strong interest by Commission members for both a business and strategic plan to guide the work of the organisation. Accordingly, the Commission’s discussions continued at **WCPFC4** with the adoption of a draft Business Plan for the Secretariat and a commitment to continue development of a Strategic Plan for the Commission.
4. The Commission continued to review the process for development of its Strategic Plan at **WCPFC5** in 2008, while also accepting a revised Business Plan for the Secretariat. A draft Strategic Plan was considered in 2009 at **WCPFC6** which was forwarded to the Commission for adoption by the 3<sup>rd</sup> Regular Session of the Finance and Administration Committee (FAC3). However, in adopting the FAC3 report, the Commission did not include the FAC3 recommendation with respect to the Strategic Plan. A draft Strategic Plan for the Commission was again considered at **WCPFC7** in 2010, with a recommendation from FAC4 for its adoption as a living document. The Secretariat’s Business Plan was also reviewed at **WCPFC7** and noting its conclusion in 2010, the Secretariat was tasked to present a new Business Plan to FAC5 at **WCPFC8** in 2011.

5. The Commission adopted a multi-annual Business Plan for the Secretariat at **WCPFC8** covering the term 2012-2016, and a draft Strategic Plan covering the period 2012-2014 was forwarded by FAC5 for the Commission's consideration.
6. A draft Strategic Plan was presented to the Commission at **WCPFC9** in 2012, where the Commission agreed that it was no longer within the scope of FAC to continue considering the Strategic Plan.
7. A draft Strategic Plan was again presented to the Commission at **WCPFC10** in 2013, but some CCMs considered that the Strategic Plan was functioning more as a short-term business plan than as a strategic planning document. During that time, the Secretariat's Business Plan was also still in effect, covering the period 2012-2016. The Commission requested the Secretariat to consider development of a Strategic Plan and report back to **WCPFC11** in 2014, noting that its development would involve policy development and should be led by CCMs. The Commission noted the status of the strategic planning process at WCPFC11 but did not take any action nor did it consider any updates to the Secretariat's Business Plan.
8. At **WCPFC12** in 2015, the Executive Director presented a formal submission for the Commission to review its planning framework, which included a long term, high level strategic plan, a shorter-term corporate (or business) plan, and the annual work programme.<sup>1</sup> The Commission approved the review of the WCPFC planning framework and the development of a new Strategic Plan and a new Corporate Plan<sup>2</sup>, and approved a budget of USD\$39,500 to support planning activities in 2016.
9. An independent consultant was retained in 2016 to work with CCMs to develop a draft Strategic Plan and a workshop was held after TCC12 in 2016 to progress discussions. At **WCPFC13** in 2016, views were mixed among CCMs on the need for a Strategic Plan to guide the Commission's work, with some CCMs referencing the Convention and subsidiary body workplans as the core guiding documents for the organisation. Noting that interested CCMs could continue to work intersessionally in 2017 on developing a Strategic Plan, the Commission tasked the Secretariat to initiate development of a Corporate Plan.<sup>3</sup>
10. The Secretariat again presented a Strategic Plan to the Commission for consideration at **WCPFC14** in 2017 following informal consultations with CCMs after WCPFC13 on the utility of a Strategic Plan for the Commission. There was no consensus on the need to continue development of a Strategic Plan and the Secretariat was tasked to develop a medium-term corporate plan and report back to WCPFC15.<sup>4</sup>

## Current Corporate Plan

11. As noted in the section above, efforts on the current Secretariat Corporate Plan began in 2015 at **WCPFC12** under an initiative of the Executive Director to review the Commission's overall

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<sup>1</sup> See [WCPFC12-2015-25](#).

<sup>2</sup> See [WCPFC12 Summary Report](#), paragraph 734, and Attachment dd.

<sup>3</sup> See [WCPFC13 Summary Report](#), paragraph 640.

<sup>4</sup> See [WCPFC14 Summary Report](#), paragraph 497.

planning framework. This effort effectively terminated the continuation of the Secretariat's Business Plan, which had an end date of 2016.

12. As tasked by the Commission at WCPFC14, the Secretariat presented a [draft medium-term Corporate Plan](#) to **WCPFC15** in 2018. Time constraints and varying points of view led to a Commission decision to continue developing the Corporate Plan intersessionally throughout 2019 and task the Secretariat to report back to WCPFC16. Accordingly, a draft Corporate Plan covering the term 2020-2023 was presented to the Commission at **WCPFC16** in 2019. The Commission "noted the medium-term WCPFC Secretariat Corporate Plan 2020-2023 as a living document to guide the work of the Secretariat and agreed for the Secretariat to proceed to finalise it as an *internal planning document*."<sup>5</sup> (emphasis added)

## 2023 Update of the Corporate Plan

13. 2023 has been both a year of transition for the WCPFC as well as a demanding year for the organisation with the ending of the global COVID19 pandemic and a return to travelling and working in person. Eight intersessional working groups meeting in person, online, and in hybrid format has kept members and stakeholders engaged throughout the year, along with the hybrid (in-person and online) meetings of the Commission's three subsidiary bodies.
14. The Commission's 2022 decision to incorporate climate change activities into fisheries management considerations and the ongoing development of vessel crew labour standards are two examples of how the WCPFC's mandate is realigning to meet current and future demands on fisheries organisations. This realignment by the Commission has also prompted the Secretariat to review its work to ensure support is appropriate and responsive to Commission needs. Along with the need to maintain and in some cases, improve on the Commission's routine activities, the Secretariat's reflections on its internal planning framework have occurred through a desire to review areas of its operations where efficiency gains may be made without requiring additional resources.
15. The Secretariat undertook an internal review of the current Corporate Plan beginning in early 2023 with an analysis of its goals and objectives against the circumstances described in the preceding two paragraphs. In the absence of a Commission Strategic Plan, Article 15 of the Convention served as the main source of guidance for outlining the Secretariat's activities, together with the relevant functions and objectives of the Commission reflected in other Convention articles. Commission decisions and CMMs also provide guidance to the Secretariat's annual work programme.
16. In practical terms, the current Corporate Plan reads more like a report of what the Secretariat does to operationalise Article 15 and relevant annual work programmes (SC, TCC, etc), but it is not a forward planning document. In addition, it does not serve as a guide for mapping the Secretariat's budget and activities for the year. The Secretariat's work is guided by the budget adopted by the Commission, the annual work programmes of the SC and TCC, the intersessional taskings by the Commission, CMMs and Article 15. It is difficult for the Secretariat to submit a meaningful forward-planning document in advance of the Commission's discussions and decisions on its future work priorities and corresponding budgets, because the plan is at best anticipatory

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<sup>5</sup> See [WCPFC16 Summary Report](#), paragraph 614.

of outcomes from a regular annual session. Therefore, from a planning perspective, the utility of the current Corporate Plan structure is limited.

## Commission Strategic Plan

17. A Secretariat business or corporate plan is further limited by the absence of an overarching Strategic Plan to guide the work of the organisation. The Secretariat's functions are clearly outlined in Article 15 and although relevant sections of the Convention also clearly outline the role of the Commission, a plan to operationalise the Secretariat's work lacks a purpose unless there is a strategic plan to anchor the Secretariat's operations over specified time periods. The timeline of the Commission's efforts to develop and maintain a strategic plan is described in the Background section, above, and reflects varying positions among CCMs on the need for a strategic plan to guide the Commission's work.
18. The Secretariat's view on the lack of a clear planning framework is that it contributes to increasing workloads each year, without corresponding resources to support both CCMs and the Secretariat to manage those workloads efficiently and effectively to support increasing expectations. The risk is that processes become unsustainable, and availability of resources diminishes, a scenario that is currently playing out in the discussions relating to reconciling expectations with available resources of the Commission's Scientific Services Provider (SSP).<sup>6</sup>
19. A strategic plan sets out the Commission's priorities, supporting an ability to forward plan a range of processes and resources, both human and financial, and allows the Secretariat to ensure it is appropriately positioned to support CCMs and the Commission each year. The Secretariat's planned restructure of the Compliance team in 2024 reflects in part, a reactive effort to ensure the Commission is well-supported in the short- to medium-term, based on present and expected work streams identified through various Commission activities. Ideally, the Secretariat would be able to act proactively to Commission priorities and expectations identified through a strategic plan that clearly states what is required by the Secretariat in any given time frame in order to meet the Commission's needs toward achieving its objectives. Human and financial resources could then be organised and targeted, accordingly.
20. The alternative to a formal planning framework is to continue the current approach, which carries some risk as noted earlier in respect of the Commission's scientific advice, but also in the proliferation of issues to address each year, including increased taskings to intersessional work that creates challenging and unsustainable demands on CCMs to manage and maintain, and on the Secretariat resources to support.

## Recommendation

21. The Commission is invited to:
  - a. **note** the Secretariat's challenges in maintaining a Corporate Plan in the absence of a Strategic Plan and **concur** with the Secretariat's intention not to proceed with updating the current Corporate Plan as a guide for internal planning at this stage.

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<sup>6</sup> Refer WCPFC20 Agenda 15.4 – WCPFC20-2023-28.

- b. **consider** revisiting the merits of a Strategic Plan to guide the Commission's work over the medium and long term, to support more efficient and effective use of CCM and Secretariat resources.

Excerpts and Outcomes from Commission Discussions Related to Organizational Planning			
Commission Meeting	Year	Documents	Discussion and Outcome
WCPFC3	2006 (Apia)	<p><a href="#">WCPFC3-2006/23 (Draft Strategic Plan)</a>:</p> <ol style="list-style-type: none"> <li>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. (15k allocated for a Business Plan)</li> <li>2. A draft business and strategic plan prepared by the Secretariat in response to this directive is presented at Attachment A.</li> <li>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.</li> </ol>	<p><a href="#">WCPFC3 Summary Report</a></p> <p>182. While it did not have an opportunity to consider it in detail, the Commission noted the Chair's Draft Programme of Work/Conservation Measures and Strategies (WCPFC3-2006/IP09) as a reference for future discussion regarding a strategy for prioritizing the work of the Commission for the period 2007–2011 (Attachment R). A medium to long-term strategic plan for the progressive development and implementation of the Commission's work required further elaboration with input from the Commission's three subsidiary bodies. The Secretariat was tasked with progressing this during 2007 together with the further development of business plan to guide the role of Secretariat.</p> <p><b>AD HOC WORKING GROUP ON FINANCE AND ADMINISTRATION SUMMARY REPORT TO WCPFC3</b></p> <p><i>Draft Business and Strategic Plan</i></p> <p>i) following the January 2007 Kobe meeting of RFMOs CCMs provide comments on the draft strategic plan included in document WCPFC3-2006/23 to the Executive Director by the end of April 2007, and following receipt of comments CCMs be invited to nominate expert assistance, at no cost to the Commission, to further develop a strategic plan for the Commission and a business plan for the Secretariat so that a revised set of plans can be brought to WCPFC4. The working</p>

			group noted that in formulating revised draft plans there is a need to clearly distinguish between the business plan for the Secretariat and the strategic plan for the Commission as well as a need to have quantifiable and relatively simple performance measurement indicators as well as deadlines or milestones incorporated into the objectives.
WCPFC4	2007 (Guam)	<p><a href="#">WCPFC4-2007- FAC1/08</a> (Draft Business Plan for the Secretariat):</p> <ol style="list-style-type: none"> <li>1. WCPFC3 requested that Members, Cooperating Non-members and Participating Territories (CCMs) should provide any comments on the draft Strategic (Corporate) Plan after the January 2007 Kobe meeting of tuna-RFMOs to the Executive Director by the end of April 2007. Following this the Secretariat was to develop a Business Plan for the Secretariat in concert with the development of a Corporate Plan for the Commission. The exercise was to be at no additional cost and the Business and Corporate Plans were to be presented to WCPFC4 for discussion.</li> <li>2. Accordingly a draft Business Plan for the Secretariat has been developed in-house and is attached for consideration and further guidance from the Commission. The Corporate Plan is the subject of paper WCPFC4-2007-FAC1/07.</li> </ol> <p>Recommendation</p>	<p><a href="#">FAC1 Summary Report</a></p> <p><i>Agenda item 6. Draft Strategic Plan for the Commission.</i></p> <p>7. The Committee (FAC) recommends the Commission note that a preliminary draft strategic plan was considered. It is recommended that this be refined over the next 12 months by an inter-sessional working group initiated by New Zealand that will communicate electronically and meet opportunistically during that period.</p> <p><i>Agenda item 7. Draft Business Plan for the Secretariat.</i></p> <p>8. The Committee recommends the Commission adopt the Business Plan as revised and note that the FAC will review the document at WCPFC5.</p> <p><a href="#">WCPFC4 Summary Report</a></p> <p>338. WCPFC4 adopted all the recommendations of the FAC without refinement.</p>

		<p>3. Taking into account the Committee’s consideration of the draft Corporate Plan for the Commission, the Committee is invited to either; i. recommend the attached draft Business Plan to the Commission; or ii. to make changes as it sees fit to the attached draft and recommend a revised draft Business Plan to the Commission; and/or iii. provide further advice to the Commission in regard to the Business Plan.</p>	
WCPFC5	2008 (Busan)	<p><a href="#">WCPFC5-2008-FAC2/07</a> (Strategic Plan):</p> <p>6. The FAC is invited to:</p> <p>a. defer consideration of the Strategic Plan to a future session; or</p> <p>b. propose a process which will result in a revised draft being available to WCPFC6 for consideration in December 2009.</p> <p><a href="#">WCPFC5-2008-FAC2/08</a> (Business Plan Implementation Report):</p> <p>1. WCPFC4 adopted a revised Business Plan for the Secretariat and agreed to review it at WCPFC5. The revised Business Plan is attached together with a summary matrix of performance measures.</p> <p><a href="#">WCPFC-2008-FAC2/16</a> (Development of a Strategic Plan):</p>	<p><b>FAC2 Summary Report</b></p> <p><i>Agenda item 4. Draft Strategic Plan for the Commission</i></p> <p>6. Following consideration of the paper <a href="#">WCPFC-2008-FAC2/16</a> “Development of a strategic plan”, which is attached as Appendix B, the Committee noted that as a fundamental principle the Plan should state the Commission’s priorities and it recommends that the structure set out in that paper is adopted as the appropriate format for the Strategic Plan together with the following time line:</p> <ul style="list-style-type: none"> <li>- The WCPFC Secretariat will circulate the revised structure for the draft strategic plan to CCMs by 1 March 2009.</li> <li>- CCMs to provide input and comments on the revised structure for the draft strategic plan to the WCPFC Secretariat by 1 May 2009, and these will be circulated to all CCMs.</li> <li>- The WCPFC Secretariat will support the redraft of the strategic plan by a CCM to incorporate these comments and recirculate to CCMs by 1 July 2009.</li> </ul>



		<p>6. The Committee is invited to comment on the proposed new structure of the draft strategic plan.</p>	<ul style="list-style-type: none"> <li>- If required, final comments on this version will be due from CCMs to the WCPFC Secretariat by 1 September 2009.</li> <li>- If required, the WCPFC Secretariat will further revise the draft strategic plan and circulate it by 1 November 2009 for consideration by FAC3, with a view to recommending a final draft to the Commission for consideration at the WCPFC6 in December 2009.</li> </ul> <p>7. Canada volunteered to coordinate the redraft of the Strategic Plan in collaboration with the USA, Australia and New Zealand.</p> <p><i>Agenda item 5. Business plan for the Secretariat</i></p> <p>8. The Committee accepted the revised Business Plan for the Secretariat and provided a number of suggestions for improvement that will be incorporated into the Plan.</p>
WCPFC6	2009 (Papeete)	<p><a href="#">WCPFC6-2009-FAC3/08</a> (Business Plan Implementation Report):</p> <p>This paper provides a summary report on the implementation of the Commission’s revised Business Plan for 2008-2010 which was accepted by WCPFC5. A copy of the revised Business Plan is attached. Also attached is a summary matrix that compares the six programmes’ performance indicators with their respective measures.</p>	<p><a href="#">WCPFC6 Summary Report</a></p> <p>364. Several CCMs stated that, given the limited time available for review, it would be inappropriate to include the Strategic Plan as part of the endorsement of the report of FAC3.</p> <p>368. Noting that the Strategic Plan is a draft document requiring further consideration before Commission endorsement, WCPFC6 adopted the FAC3’s report, including the amended Commission Budget and Work Programme.</p> <p><i>The Commission adopted the FAC3 Report, which “noted with appreciation the revised Business Plan for the Secretariat and the related implementation report. (Att JJ to WCPFC6 Summary Report, para 7).</i></p>
WCPFC7	2010 (Honolulu)		<p><a href="#">FAC4 Summary Report</a></p> <p><i>Agenda item 4. Draft Strategic Plan for the Commission</i></p>

			<p>7. The Draft Strategic Plan presented to WCPFC6 was again considered by the Committee. Additional comments from Members were compiled by Canada and included into a revised draft that is shown at Attachment 2. The Committee recommends it be adopted by the Commission as a living document that will incorporate the ongoing work of the Commission’s subsidiary bodies and Annual Sessions. In order to help link the Draft Strategic Plan to the Commission’s work programme the Committee intends to develop a template cover sheet to be used when new initiatives are considered by subsidiary bodies and the Annual Sessions in order that priorities and cost implications are explicitly taken into account. This template will be distributed for comment as soon as practicable.</p> <p><i>Agenda item 5. Business Plan for the Secretariat.</i></p> <p>8. The Committee noted the Secretariat’s Business Plan implementation report in <a href="#">WCPFC7-2010-FAC4/08</a>. As the current plan expires at the end of 2010 a new business plan will be drafted by the Secretariat for consideration by the FAC at WCPFC8.</p>
WCPFC8	2011 (Guam)	<p><a href="#">WCPFC8-2011-FAC5/08</a> (business plan):</p> <p>As agreed to in WCPFC7, “a new business plan will be drafted by the Secretariat for consideration by the FAC at WCPFC8”. The attached document is the proposed Business Plan for the Secretariat for the period from 2012-2016</p> <p>Recommendation: The Committee is invited to:(i) consider the proposed plan make the necessary recommendation to the Commission</p>	<p><b>FAC5 Summary Report</b></p> <p><i>Agenda item 4. Draft Strategic Plan for the Commission</i></p> <p>11. The Draft Strategic Plan, <a href="#">WCPFC8-2011-FAC5-07</a>, was presented to FAC5. The Strategic Plan was considered by the Committee. The Committee recommends it remain a living document that will incorporate the ongoing work of the Commission’s subsidiary bodies and Annual Sessions.</p> <p><i>Agenda item 5. Business Plan for the Secretariat</i></p> <p>12. The Committee noted the Secretariat’s Business Plan implementation report in <a href="#">WCPFC7-2011-FAC5/08</a>. <i>This Plan covered the period 2012-2016.</i></p>

		<p><a href="#">WCPFC8-2011-FAC5/07</a> (strategic plan):</p> <p>As agreed to in WCPFC7, the Strategic Plan would be adopted “as a living document that will incorporate the ongoing work of the Commission subsidiary bodies and Annual Sessions.” The attached document is the Draft Strategic Plan for the Commission for the period from 2012-2014.</p> <p>Recommendation: The Committee is invited to:(i) consider the Draft Strategic Plan and make the necessary recommendation to the Commission</p>	
WCPFC9	2012 (Manila)	<p><a href="#">WCPFC9-2012-FAC6-07</a> (Draft Strategic Plan):</p> <p>As agreed to in WCPFC7, the Strategic Plan would be adopted “as a living document that will incorporate the ongoing work of the Commission subsidiary bodies and Annual Sessions.” The attached document is the Draft Strategic Plan for the Commission for the period from 2013-2015 adopting the recommendations from the WCPFC8 and the Subsidiary bodies. Recommendation</p> <p>The Committee is invited to: (i) consider the Draft Strategic Plan and make the necessary recommendation to the Commission</p> <p>Secretariat Business Plan 2012-2016</p>	<p><a href="#">FAC Summary Report to WCPFC9</a></p> <p><i>Agenda item 4. Strategic Plan for the Commission</i></p> <p>9. It was recommended that the Strategic Plan for the Commission be move from FAC to the commission as the strategic plan is outside of scope of the FAC.</p>

WCPFC10	2013 (Cairns)	<p><a href="#">WCPFC10-2013-24 (Performance review of the Commission)</a></p> <p>As agreed to in WCPFC7, the Strategic Plan would be adopted “as a living document that will incorporate the ongoing work of the Commission subsidiary bodies and Annual Sessions.” The attached document is the Draft Strategic Plan for the Commission for the period from 2014-2016 adopting the recommendations from the WCPFC8 and the Subsidiary bodies.</p> <p>WCPFC9 adopted the recommendation from FAC6 that the Strategic Plan for the Commission be move from FAC to the commission as the strategic plan is outside of scope of the FAC. The Secretariat has updated the plan based on the outcomes of SC9 and TCC9, for WCPFC10s consideration.</p> <p><a href="#">Secretariat Business Plan 2012-2016</a></p>	<p><a href="#">WCPFC10 Summary Report</a></p> <p><i>Agenda 14.2 Strategic Plan</i></p> <p>378. The Executive Director introduced an updated version of the Commission’s Strategic Plan (WCPFC10-2013/24). This document was first tabled for the Commission’s consideration at WCPFC6 as part of the report of the FAC. At WCPFC9 it was recommended to move this item from the FAC to the Commission’s agenda. The Secretariat has updated the document to reflect the work plans developed at SC9 and TCC9.</p> <p>379. FFA members considered that the plan functions as more of a short-term business plan than as a forward-looking vision of the Commission’s aspirations on stock status and the flows of benefits from the fisheries. These CCMs acknowledged that strategic goals will take time to develop but stated that the strategic plan can be a focal point for this type of constructive debate.</p> <p>380. The Executive Director remarked that a strategic plan as called for by FFA members involves policy development and should be led by CCMs rather than by the Secretariat.</p> <p>381.FFA members requested that the Secretariat consider this matter intersessionally and report back to WCPFC11.</p>
WCPFC11	2014 (Apia)	<p><a href="#">WCPFC11-2014-IP08 (Draft Strategic Plan 2014 – 2016 (WCPFC10-2013-24))</a></p> <p><a href="#">Secretariat Business Plan 2012-2016</a></p>	<p><a href="#">WCPFC11 Summary Report</a></p> <p><i>Agenda Item 13.2 Strategic Plan</i></p> <p>720. The Interim-Executive Director noted that at WCPFC9, the Commission accepted a recommendation from the FAC that the discussions about the Strategic Plan take place at the Commission rather than FAC. While the Commission discussed the Strategic Plan at WCPFC10, there were no agreed outcomes.</p> <p>721. There was no discussion on this item.</p>

WCPFC12	2015 (Bali)	<p><i>Secretariat Business Plan 2012-2016; new ED introduces proposal to review current planning framework. No continuation of Business Plan after this point.</i></p>	<p><a href="#">WCPFC12 Summary Report</a></p> <p><i>Agenda 17.1 Strategic Plan</i></p> <p>730. The Executive Director presented a formal submission to review the current planning framework of the Commission and the Secretariat and to develop a planning framework that includes a long term, high level strategic plan, a shorter-term corporate (or business) plan and the annual work programme (WCPFC12-2015-25). The current strategic plan, adopted in 2010 at WCPF7, covered the period 2011-2013. In 2013, at WCPFC10, the Secretariat tabled an updated Strategic Plan 2014-2016 (which also incorporated the work plans developed at SC9 and TCC9), but views were mixed, with some CCMs considering the plan as more of a short term business plan rather than a forward looking vision for the Commission’s aspirations on the status of stocks and the flow of fisheries benefits. The Secretariat was directed to re-table it in Apia, Samoa for WCPFC11’s consideration, however there was no discussion on it.</p> <p>The current planning framework consists of a strategic plan of 3-year duration and an annual work plan which are not aligned. The Executive Director proposed for a review of the planning framework and to develop the planning documentation that set high-level strategic objectives for the Commission and clearly demarcate the roles of the Commission and those of Secretariat.</p> <p>The Executive Director mentioned that there will be opportunities for members to provide input to the planning documents as the process proposed to develop those plans are transparent and consultative. A draft term of reference attached to the working paper contains timelines and key tasks to be undertaken, budget implications, and a tasking to report back to WCPFC13. A budget of \$69,500 is estimated to cover the costs expected in the TOR which includes a consultant to facilitate the process and travel costs, and the cost of holding a two-day meeting in conjunction with TCC.</p>
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			<p>WCPFC12 was invited to approve the review of the Commission’s planning framework and the development of a new Strategic Plan and a new Corporate Plan in accordance with the terms of reference in Annex 1 of the working paper.</p> <p>731. FFA members welcomed the proposal, noting that it responds to their requests over several years for reform of the Commission’s strategic planning process, to better focus its core business and concentrate attention on certain issues. These CCMs approved the proposed timetable, and invited the consultant, when he or she is appointed, to the annual Forum Fisheries Committee meeting in Vanuatu in May 2016, to facilitate initial consultations with FFA members. FFA hoped a decision on the review and the work to be completed can be made at WCPFC12, so FAC9 can take it into account in the budget.</p> <p>732. Japan noted that the proposal was for a 10–15-year strategy but observed that the Commission discussed the tropical tuna measure for 3 years and the work has not been achieved. Thus, this CCM wondered if the Commission could adopt a 10–15-year plan, which covers everything. Japan further stated that the main issues expected to be included in the plan are already described in the Convention. This CCM questioned the value of budget expenditure for the consultancy and commented that the Commission should work on issues to be really done within limited budget.</p> <p>733. PNG noted that separating management from operations was important.</p> <p><b>734. The Commission approved the review of the WCPFC planning framework and the development of a new Strategic Plan and a new Corporate Plan in Attachment dd. (\$39,500 approved for 2016 for WCPFC planning framework).</b></p>
WCPFC13	2016 (Nadi)	<a href="#">WCPFC13-2016-31</a> (Draft Strategic Plan)	<p><a href="#">WCPFC13 Summary Report</a></p> <p><i>Agenda Item 15.1 Strategic Plan</i></p>

		<p><a href="#">WCPFC13-2016-31 supplement rev1</a> (Supplement – Draft Strategic Plan (Rev 1))</p> <p><i>Commission considering Strategic Plan as a first priority, with intention to consider Business/Corporate Plan as a second step.</i></p>	<p>630. The Commission considered the draft Strategic Plan for the Commission and Commission Secretariat. The Executive Director introduced it and offered some context around it. In 2010, six years after coming into existence, the Commission adopted a strategic plan. It was a three-year planning document, to 2013. WCPFC10 did not adopt the successor put forward by the Secretariat. The Commission considered that the lapsing Strategic Plan had not provided strategic guidance to the Commission, being more like a short term business plan and a consolidation of the SC and TCC work plans. There was a concern that it was a Secretariat-driven plan, with members lacking ownership and stakeholders not really contributing to its development. The Executive Director then made the Strategic Plan a priority and put a paper to WCPFC12 for a process to develop a more appropriate draft. That process was approved and is attached to WCPFC13-2016-31.</p> <p>The process was open and participatory, an independent facilitator helped develop the new draft plan and a workshop for members was held. The Executive Director explained that the Convention would remain the foundational document of the Commission. The Strategic Plan would set strategic directions over 10 years, prioritize priorities, guide the allocation of Commission resources and leverage the sourcing of additional resources. It would be supported by a shorter term Corporate Plan, to operationalise the Strategic Plan. The work plans of the SC and TCC and other subsidiary bodies would be required to strongly align with the Strategic Plan. From the Secretariat’s perceptive, such a corporate document would help them pursue additional resources from the many funding sources available.</p> <p>631. With agreement to engage an independent facilitator, the Secretariat had tendered a consultancy. The Consensus Building Institute won the consultancy and collated the initial data and material. The high level strategic goals outlined in the draft Strategic Plan prepared by the consultancy were:</p>
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			<ul style="list-style-type: none"> <li>• Adopt and implement harvest strategies and other tools to conserve and sustainably utilize fish stocks and manage interactions with the environment</li> <li>• Enhance compliance with conservation and management measures</li> <li>• Implement ecosystem-based management</li> <li>• Strengthen capacity of developing states, in particular small island developing states and territories, to manage and develop their tuna fisheries, and</li> <li>• Enhance Commission operations by deploying best available data and science and by enhancing transparency of Commission governance and operations.</li> </ul> <p>632. EU welcomed the exercise, but noted that the difficult issues for the Commission are not addressed in the Strategic Plan. While all the goals were in line with the Convention, and noting the common goal of sustainable management of Western and Central Pacific fisheries, EU considered that it was not drafted in a way which was going to solve the Commission's problems – with alternative managing measures adopted by subregional organisations and no real dialogue.</p> <p>633. Japan also considered it a good exercise, but stressed that in future work on the Strategic Plan, anything beyond the Convention text would not be supported by Japan. This CCM suggested that plan was a living document. WCPFC13 Summary Report (Issued 02-Mar-17).</p> <p>634. FFA members outlined their views on the Strategic Plan in WCPFC13-2016-DP18: the process did not cater well to SIDS interests; the Strategic Plan must identify the highest priority elements of the Convention and help implement them; the current draft did not represent a viable way forward due to major policy differences that cannot be reconciled within a consensus set of</p>
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			<p>priorities in the short term. FFA members were committed to working on a Strategic Plan and a Corporate Plan to guide and prioritise the work and resources of the Secretariat. These CCMs suggested instead of trying to agree on the current draft, WCPFC13 should identify a small number of agreeable strategic priorities that would comprise a Corporate Plan. The high priority strategic issues that FFA members wanted the Commission to focus on over the 10 years are: the protection of SIDS' rights and interests, including through levelling the playing field through more effective implementation of Article 8; putting Harvest Strategies in place for all key tuna stocks or fisheries, which would help solve some of the Commission's decision-making problems; improve the efficiency of CCM participation in WCPFC, including improving the ability of CCMs to comply with Commission obligations; the continual improvement in scientific advice based on enhanced fisheries-dependent data and fisheries independent research.</p> <p>635. The Chair noted that the Commission was not in agreement to adopt the draft Strategic Plan, and the Commission discussed what decisions or process should flow from WCPFC13. As it was a living document, one CCM observed that it did not need to be adopted.</p> <p>636. Australia agreed the plan needed more work, and indicated its support for whatever process was established. This CCM considered the FFA high priority strategic issues to be worthwhile. Australia reminded the Commission that the world is changing and the context in which fisheries management takes place needs to be taken into account – this included work in other fora which was important in planning the work of WCPFC.</p> <p>637. The draft was not as detailed as USA had hoped for and was missing issues USA had raised in its comments, such as capacity management. While not supportive of adoption of the presented version, USA acknowledged the importance of trying to develop a Strategic Plan for the Commission, to give members and the Secretariat clear guidance. USA recommended that work to further</p>
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			<p>develop the Strategic Plan should be done by CCMs, not consultants, and was willing to contribute significantly to try and progress it over the next year with CCMs and the Secretariat.</p> <p>638. The Chair and the Executive Director noted the partial acceptance by the Commission of the work done so far and that it should be done by CCMs and the Secretariat going forward. It was confirmed that no resources were presently dedicated to this work for forward years. The Commission decided to move ahead mostly electronically and if a more advanced product came of it, WCPFC14 could consider it.</p> <p><b>639. The Commission noted the draft Strategic Plan prepared by Consensus Building Institute (WCPFC13-2016-31).</b></p> <p><b>640. The Commission acknowledged progress on the draft Strategic Plan and tasked the Secretariat to work with interested CCMs and Observers to further refine the draft Strategic Plan and to initiate development of the Corporate Plan.</b></p>
WCPFC14	2017	<a href="#">WCPFC14-2017-27</a> (Strategic Plan)	<p><a href="#">WCPFC14 Summary Report</a></p> <p><i>Agenda Item 13.1 Strategic Plan</i></p> <p>490. The Executive Director introduced WCPFC14-2017-27 Strategic Plan that sought guidance from the Commission on how to further pursue the development of a Strategic Plan for the Commission and its Secretariat. WCPFC13 tasked the Secretariat with progressing the development of a Strategic Plan in 2017 with interested CCMs and to report back to WCPFC14. In response to the mixed reactions to the need for such a plan, the Executive Director undertook informal consultations with several CCMs during the intersessional period to identify a way forward. Feedback was mixed, with some CCMs considering that while the strategic plan was an important piece of work there were other far more important priorities for 2017 like the tropical tuna measure negotiations, developing a target reference for South Pacific</p>

			<p>albacore, and the Independent Review of the CMS. Others shared doubts as to the utility of a Strategic Plan with the Convention as the principal document for the Commission. So, the Secretariat decided it was not ideal to engage members in another intersessional process in 2017 and no further work was done on the Strategic Plan. The Secretariat sought clear guidance from the Commission on whether it requires a Strategic Plan and if it does the Commission should determine a process to develop such a plan that is more robust, CCMs led, inclusive and participatory.<sup>491</sup>The European Union noted that it was in favour of developing the process further and that it appreciated the efforts made in preparing the paper for this meeting. A strategic plan gave the organisation direction, which the European Union believed was essential for the good management of an organization and the efficient allocation of resources, whether human or financial. It was also important to ensure the process was inclusive so that all members who wanted to contribute could do so.</p> <p>492. The United States thanked the Executive Director for his report, and like the European Union, saw value in a Strategic Plan as it could help the Commission function more effectively. Like SIDS, the United States also felt its concerns were not properly included during the development process. Being mindful of the work load of the organisation, and the relationship tensions stemming from the tropical tuna bridging measure negotiations, it did not support expending further resources on the further development of the plan at this stage and did not support further in person meetings, though this could be picked up again at a later time.</p> <p>493. Japan agreed that the plan was not needed right now, as the Convention itself and the Workplan was already sufficient to guide the work of the WCPFC. The Commission should use its time right now to concentrate on the CMMs.</p>
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WCPFC15	2018	<p><a href="#">WCPFC15-2018-29</a> (Draft Medium-Term Corporate Plan)</p> <p>1. This paper presents for the consideration of the Commission a draft Medium-Term Corporate Plan</p>	<p><a href="#">WCPFC15 Summary Report</a></p> <p><i>Agenda Item 13.1 Corporate Plan</i></p> <p>436. The Executive Director introduced WCPFC15-2018-29: Draft medium-term corporate plan, as required by WCPFC14. He explained that in 2016 and 2017, the Commission was engaged in developing a new long-term planning framework, and an annual short-term planning document. Following significant work, at WCPFC14 the Commission was unable to agree on a way forward for the strategic plan, so decided on a medium-term corporate plan. But when it agreed on the tasking, the Commission provided little instruction in terms of process and key objectives, and no budget for its development. The draft Corporate Plan in WCPFC15-2018-29 is the Secretariat’s best effort to provide a framework to assist the Commission and the Secretariat in organizing its work. In the absence of consultations with members, the Secretariat relied</p>

			<p>on the materials gathered during the consultations with members and stakeholders in 2016 when developing the draft Strategic Plan, as a reflection of some of the views and perspectives of Commission members and stakeholders. Accordingly, the goals and guiding objectives for the Medium-Term Corporate Plan were adapted and are refinements of those in the draft Strategic Plan. The plan is an organic and living document, subject to regular renewal and refreshment. A short-term consultancy was involved. The Executive Director noted he was seeking guidance on the process to further progress development of the plan, which needs to benefit from input from stakeholders and members. He stated he was encouraged that FAC sought to develop terms of reference for that process.</p> <p>437. The EU suggested holding consultations intersessionally, and noted it was important to consider the cost implications of the plan. It suggested that regarding Goal 6 of the plan (Enhance the transparency and effectiveness of Commission governance and operations) the EU would like to have language added to ensure that relevant aspects of UNCLOS and the UN FSA are implemented, with provisions that apply to WCPFC applied through the Commission's daily work.</p> <p>438. New Zealand, on behalf of FFA members, noted with concern that the matter had been before the annual meeting for the past two sessions without substantive progress. They stated their concern to ensure the agenda item was not subject to prolonged discussion with little real value. They stated their view that there were two options: a. Abandon the Corporate Plan, and continue to run the Commission on a year-to-year basis as necessary to implement the Convention, its CMMs, and any subsidiary body workplans formally adopted by the Commission (this is not an ideal option); and b. Task the WCPFC Secretariat to work with members to refine a draft Corporate Plan focusing on the Secretariat, and bring it back to WCPFC16 next year for adoption. FFA members'</p>
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			<p>view is that the Commission needs to provide guidance to the Secretariat on how to progress development of the Plan, and that FFA members see clear value in having a Corporate Plan focussing on the work of the Secretariat. In an effort to progress the issue, a number of members developed draft terms of reference for the development of a Corporate Plan for the Secretariat (WCPFC15-2018-FAC12-13). FAC received the report positively but there has been no opportunity to seek more formal agreement on the terms of reference. However, FFA members consider there is a need for a Corporate Plan for the Secretariat, developed in consultation with Members.</p> <p>439. Noting that some members needed further time to consider the terms of reference, the Commission agreed to request that the Executive Director should continue to progress the draft intersessionally during 2019.</p> <p><b>440. The Commission directed the Executive Director to progress, intersessionally with interested CCMs, the further development of the draft Medium-Term Corporate Plan (WCPFC15-2018-29) to guide the work of the Secretariat and to report back to WCPFC16.</b></p>
WCPFC16	2019 (Port Moresby)	<p><a href="#">WCPFC16-2019-32</a> (Draft WCPFC Secretariat Corporate Plan 2020-2023)</p> <p>Purpose</p> <ol style="list-style-type: none"> <li>1. The purpose of this paper is to table the draft WCPFC Secretariat Corporate Plan 2020 –2023 (see Attachment 1) for the consideration of the Commission as required by WCPFC15.</li> </ol>	<p><a href="#">WCPFC16 Summary Report</a></p> <p><i>Agenda Item 13.1 Secretariat’s Corporate Plan</i></p> <p>610. The Executive Director introduced WCPFC16-2019-32: Draft WCPFC Secretariat Corporate Plan. He explained that the Commission agreed in 2015 to a two-tier planning framework. Such a framework was developed through a process of broad consultation and a dedicated workshop and reviewed by the Commission in 2016. The Commission in 2017 did not support a long-term strategic plan, and instructions were given to develop a mid-term corporate plan. In 2018 the Commission was not able to agree to the draft mid-term corporate plan that was presented. The new instructions from WCPFC15 were to develop a corporate plan,</p>

			<p>(as presented in WCPFC16-2019-32) to guide the Secretariat’s work. The Executive Director stated he was mindful of the Convention’s mandate for the Secretariat when developing the plan; Article15(4) of the Convention stipulates the functions of the Secretariat, and he noted that all tasks outlined in the plan are consistent with that mandate. Other guiding principles were that the plan be simple, user-friendly, readily understood, with realistic and achievable targets, and regularly updated (i.e. a living document). Furthermore, it must enable the Secretariat to be strategically organized and managed; adequately resourced; and serve to make the Secretariat more transparent and accountable. The Executive Director reviewed the plan’s organisation and structure, with a mission (to provide efficient and effective secretariat services to enable the WCPFC to fulfil its key mandate), which is supported by goals and underlying objectives. The operational part of the plan comprises activities (with specific actions, and operational plans) and indicators (desired outputs and deliverables), with the latter guiding assessment of the Secretariat’s performance. The plan is intended to be regularly reviewed (updated annually), with the Executive Director annual reporting on the performance of the plan. He noted that the entire Secretariat was consulted in the drafting of the plan.</p> <p>611. The EU thanked the Executive Director for the work done and stated that the plan was a useful document. It observed that the plan was more of a reference document rather than one that should be adopted and provided several specific suggestions.</p> <p>612. Cook Islands on behalf of FFA members thanked the Executive Director and the Secretariat for producing the document, which they stated clarifies the role of the Secretariat, and includes important tasking with timelines. FFA members stated they were happy to adopt it, and approved of the Secretariat’s proposal on annual reporting and review of the Corporate Plan. They suggested that this was an appropriate task for the FAC to assess the Plan at</p>
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			<p>their next meeting in 2020 and provide an update to the Commission on the implementation and monitoring of the Plan.</p> <p>613. The Chair noted that the plan was a living document and encouraged CCMs to provide feedback to the Secretariat.</p> <p><b>614. The Commission noted the medium-term WCPFC Secretariat Corporate Plan 2020-2023 as a living document to guide the work of the Secretariat and agreed for the Secretariat to proceed to finalise it as an internal planning document (WCPFC16-2019-32).</b></p>
WCPFC17	2020 (online)	<a href="#">WCPFC17-2020-04</a> (The 2020 Annual Report of the Executive Director)	<p><a href="#">WCPFC17 Summary Report</a></p> <p>23. The EU thanked the Executive Director and the Secretariat staff for the comprehensive report, and stated its appreciation for the new format which follows the Secretariat Corporate Plan (WCPFC-2019-32), and links objectives with activities and outputs. The EU stated that it was impressed by the quantity and quality of the work undertaken as outlined in the report.</p>
WCPFC18	2021 (online)	WCPFC18-2021-04 (The 2021 Annual Report of the Executive Director)	<p><i>The ED Annual Report follows the Secretariat Corporate Plan.</i></p> <p>(taken as read)</p>
WCPFC19	2022 (Da Nang)	<p><a href="#">WCPFC19-2022-IP17</a> (Updated WCPFC Secretariat Corporate Plan 2020-2023)</p> <p>1. The paper tables for the information of the Commission the updated edition of the Secretariat Corporate Plan 2020 –2023</p>	<p><a href="#">WCPFC19 Summary Report</a></p> <p>487. WCPFC19 noted with appreciation the Updated Secretariat Corporate Plan (WCPFC19-2022-IP17)</p>