



Better negotiations.
Better decision making.
Better results.



Consensus Building Institute

Western and Central Pacific Fisheries Commission

Strategic Planning Consultation Meeting

September 2016



Consensus Building Institute

**Better negotiations.
Better decision making.
Better results.**

**Internationally-Recognized
Non-Profit**
Since 1993

Ten Senior Mediators Working Internationally

OFFICES

Cambridge, MA
New York
San Francisco
Washington, D.C.
Santiago, Chile

Affiliated with
Harvard-MIT Public Disputes
Program
MIT Department of Urban Studies
and Planning

Expertise

Energy, Environment &
Land Use
International
Development
Social Policy & Cultural
Resources
Corporate Community
Engagement
**Organizational
Governance & Strategy**
Commercial
Agreements

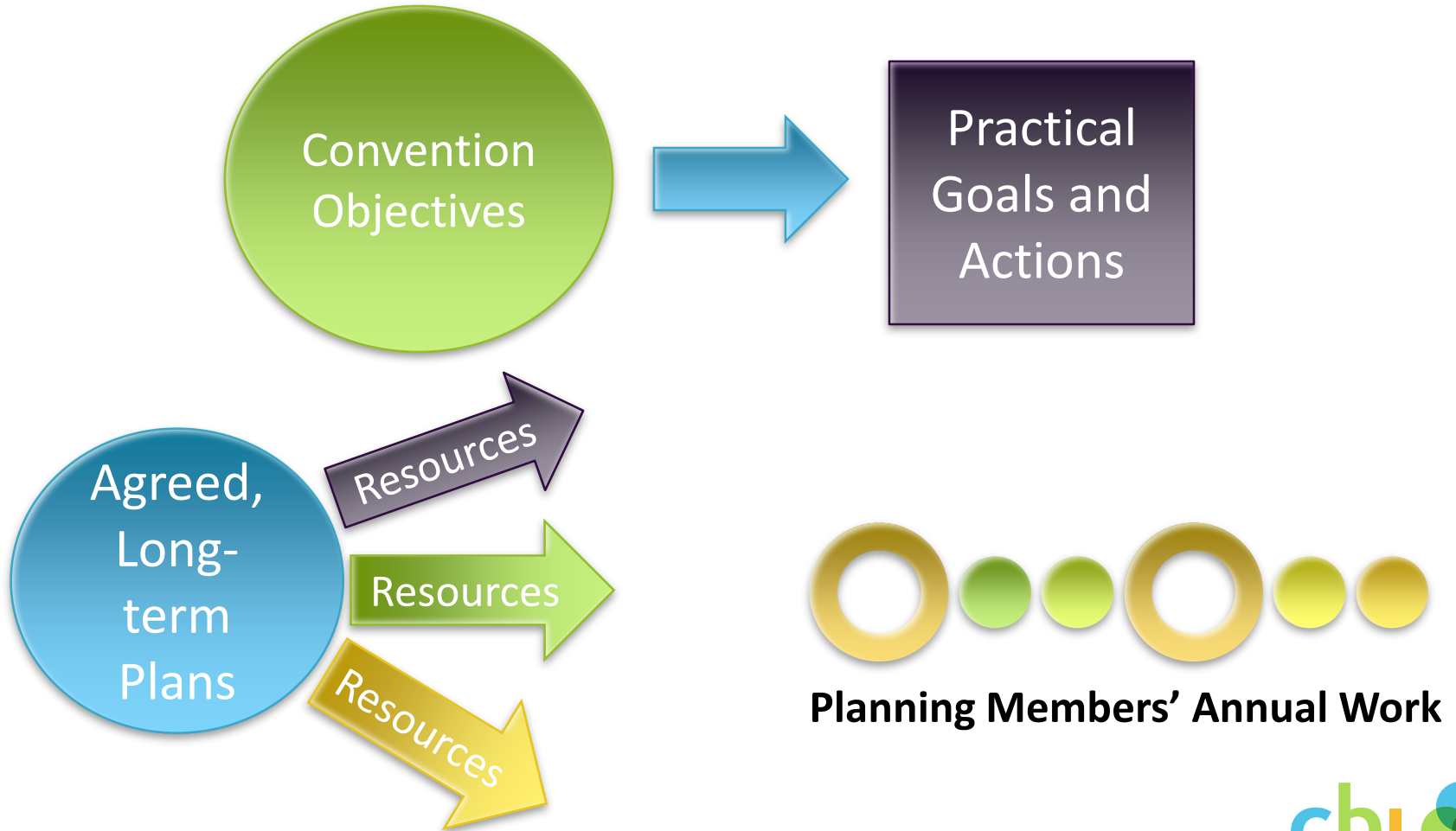
Services

Negotiation Audits
Training & Coaching
Strategic Advising
Issues & Stakeholder
Assessment
Process Design
Mediation
Facilitation
Stakeholder
Engagement
Research &
Evaluation

Mission: Empower stakeholders—public and private, government and community—to resolve issues, reach better and more durable agreements, and build stronger relationships.



Why Strategic Planning for WCPFC?



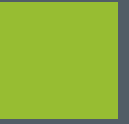


Consultation Meeting Objectives



- Understand stakeholders' **diverse perspectives**
- Define **strategic priorities and direction for the next 10 years**
- Create **3-year implementation plan** for strategic priorities
- **Align and prioritize the Commission's work** with its core mission of ensuring the long-term conservation and sustainable use of highly migratory fish stocks in the western and central Pacific Ocean.

+ Desired Meeting Outcomes



- Draft **strategic priorities** to achieve by the year 2027.
- Draft **three-year corporate plan** to work towards the strategic priorities.



Our Time Together



- Today
 - Explore **stakeholder perspectives**
 - Define the Commission's **10-year strategic priorities**
- Tomorrow
 - Operationalize 10-year strategic priorities during **next 3 years**
 - **Confirm** Commission's 10-year and 3-year direction



Guidelines for Working Together



- **Please contribute** – and allow others to do the same.
- Consultation meeting: **More open, less formal** process
 - Would like for Secretariat and non-members to participate in discussions
 - No formal meeting minutes
- Rejoining or newly joining?
 - Please **respect the ongoing discussion**, review documents, and check in with Secretariat staff about the group's progress
- My role as **facilitator**
 - Make meeting productive and achieve meeting objectives



Strategic and Corporate Planning Process



30 interviews and surveys with stakeholders



Consultation meeting



Draft strategic and corporate plans



Circulate for review and comment



Revise strategic and corporate plans



Plans tabled at WCPFC13

+

Overall framework



Vision /
Mission

Strategic
Plan
(10 year)

Corporate
Plan
(3 year)

Annual Work
Programmes
(1 year)

+

Overall framework →
We Are Focusing On



Vision /
Mission

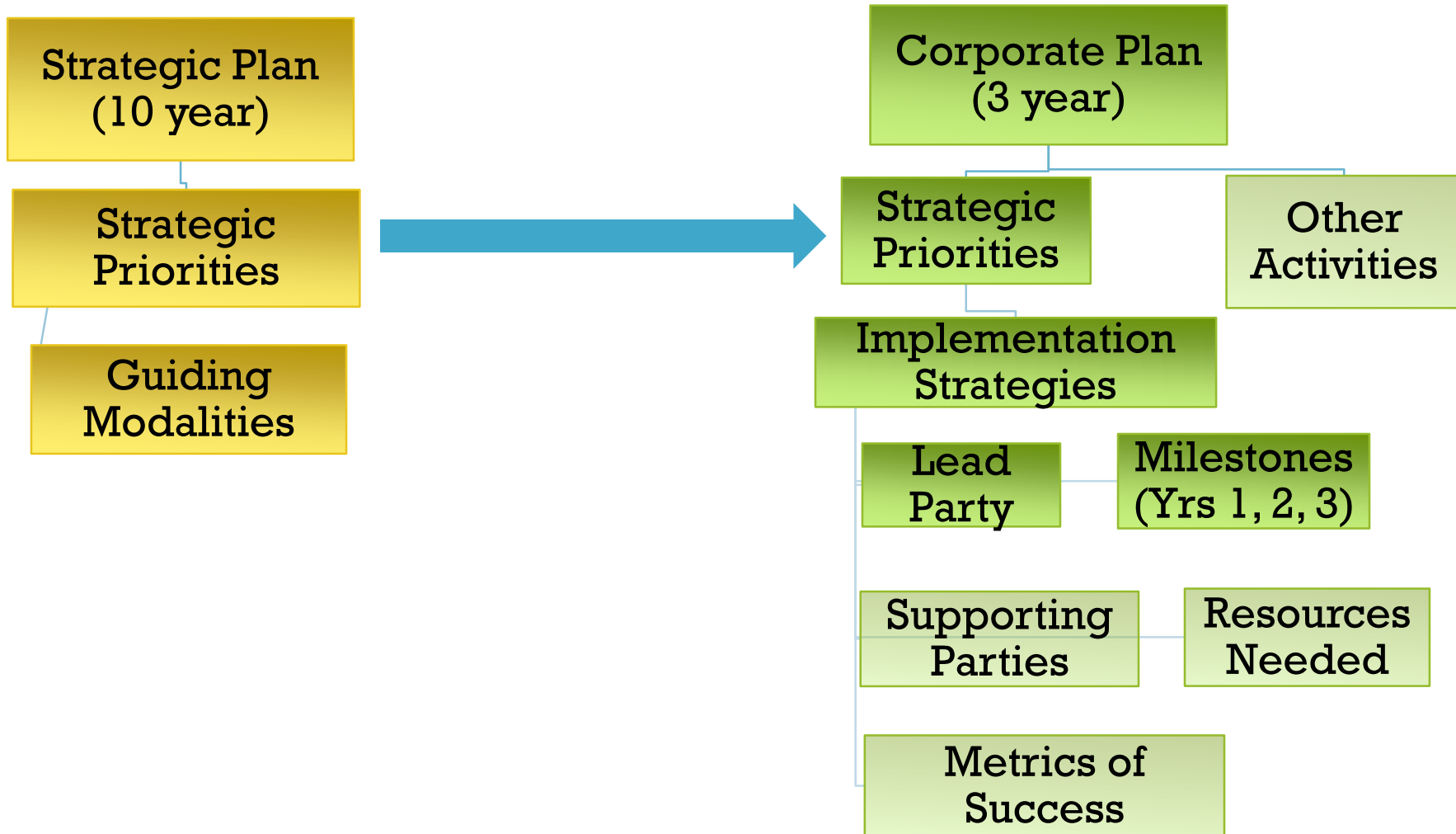
**Strategic
Plan
(10 year)**

**Corporate
Plan
(3 year)**

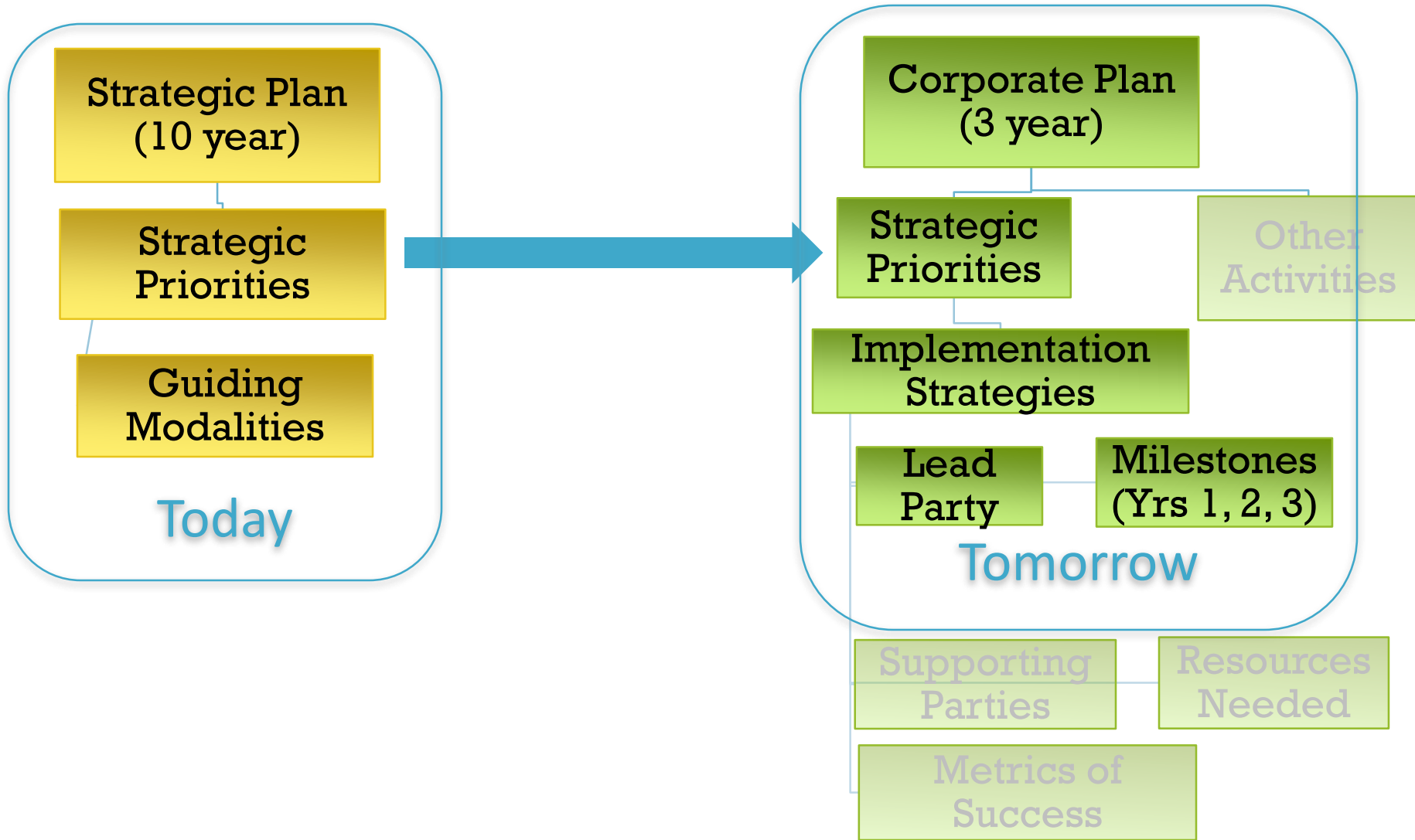
Annual
Work
Programm
e (1 year)



Our Focus



+ Our Focus at this Meeting





Findings and Key Themes

30 Interviews + Surveys

Confidential

Key findings represented



What I Learned From You – Commission Values and Strengths



Mission &
structure

Members
working
together

Transparency

Non-member
input

Science

Pacific Island
leadership

Management
measures

Compliance
measures

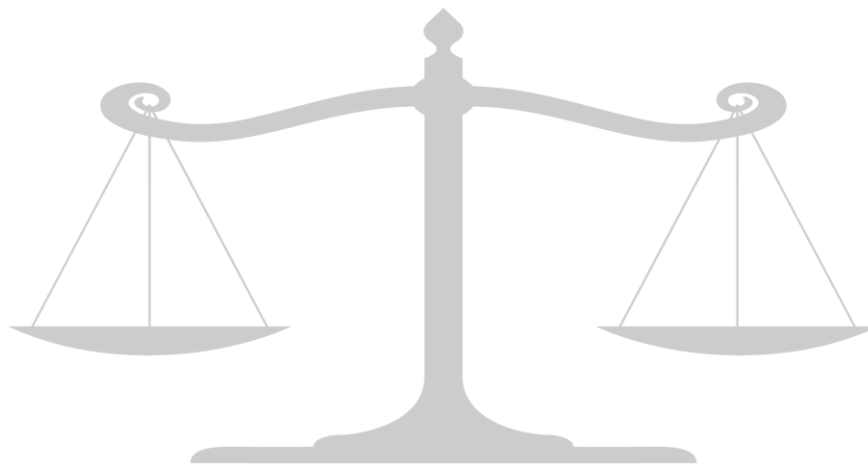
Secretariat



What I Learned From You – Structural and Contextual Challenges



- Managing **shared, wide-ranging, and migratory** fish stocks
- Tension between members' **short-term and long-term interests**
- **Diversity**: mixed fisheries, gear and technology, size and power of CCMs, domestic stakeholder constituencies
- Diverging **incentive structures** between SIDS and other members

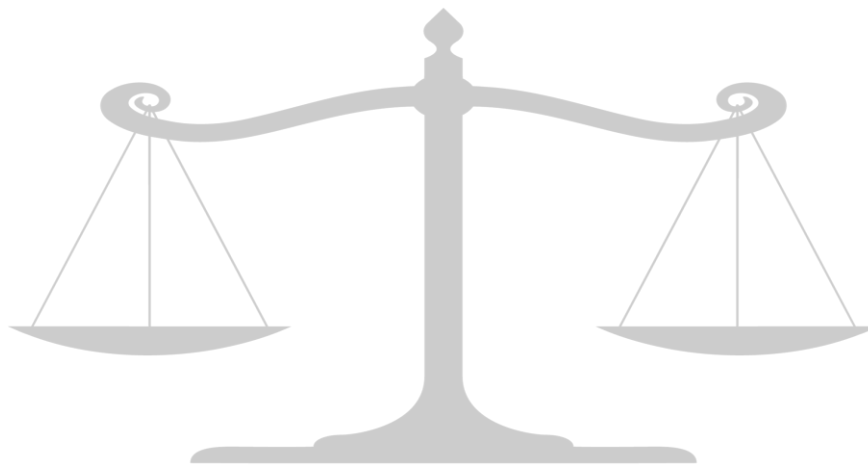




What I Learned From You – Structural and Contextual Challenges



- Divergence in members' **assessment of acceptable risk** to stocks
- Tension between supporting **SIDS' development and equitable access** for all
- WCPFC's role in sustainability: only **biological vs. bio + econ?**
- PNA and FFA as **"first movers"**

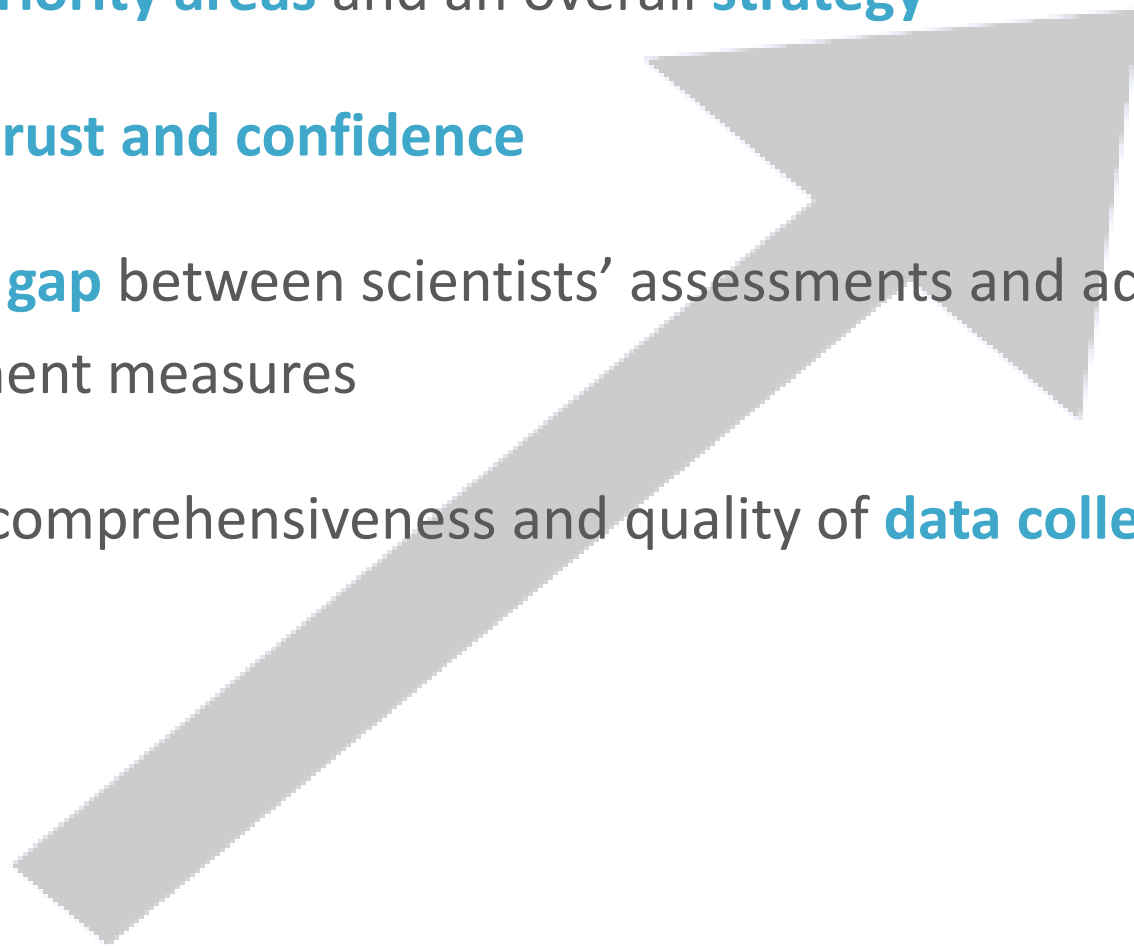




What I Learned From You – Areas to Strengthen



- Identify **priority areas** and an overall **strategy**
- Increase **trust and confidence**
- **Close the gap** between scientists' assessments and advice and management measures
- Enhance comprehensiveness and quality of **data collection**

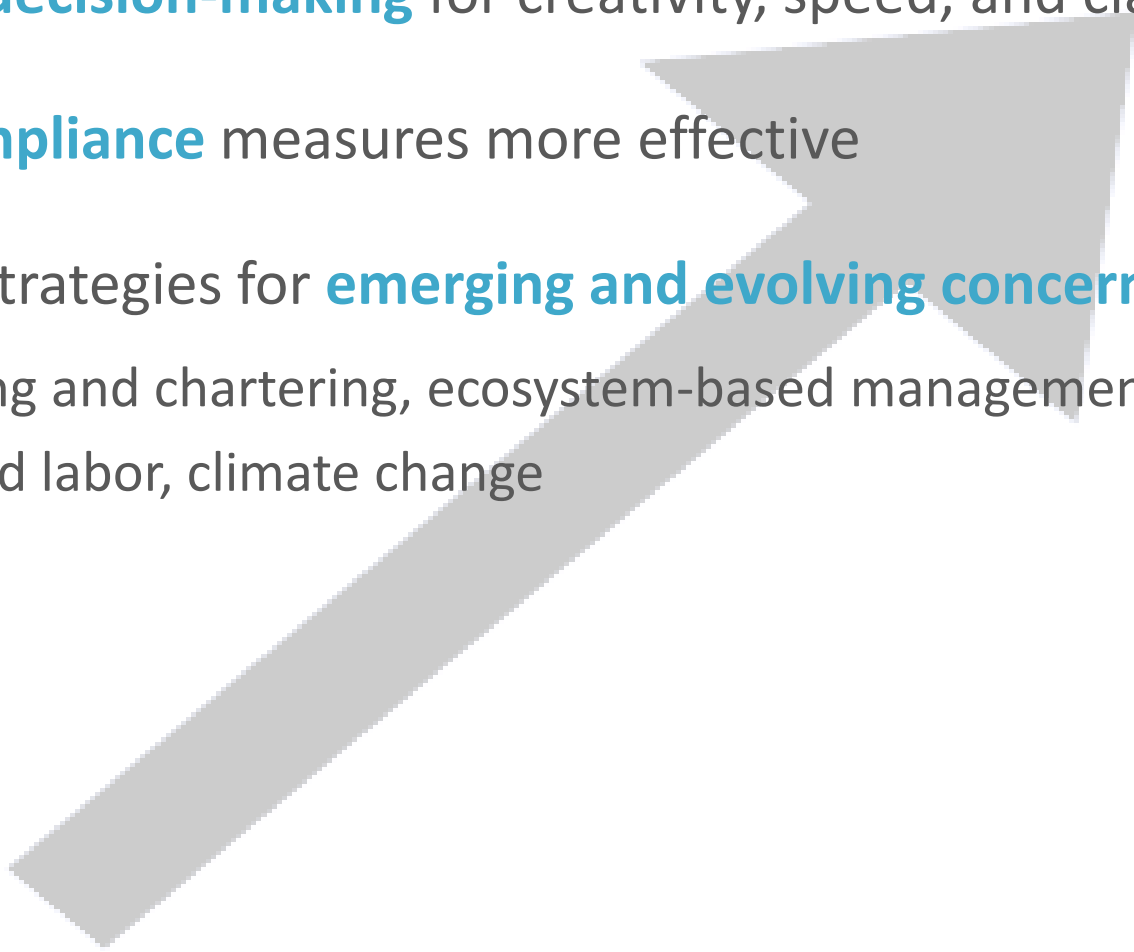




What I Learned From You – Areas to Strengthen

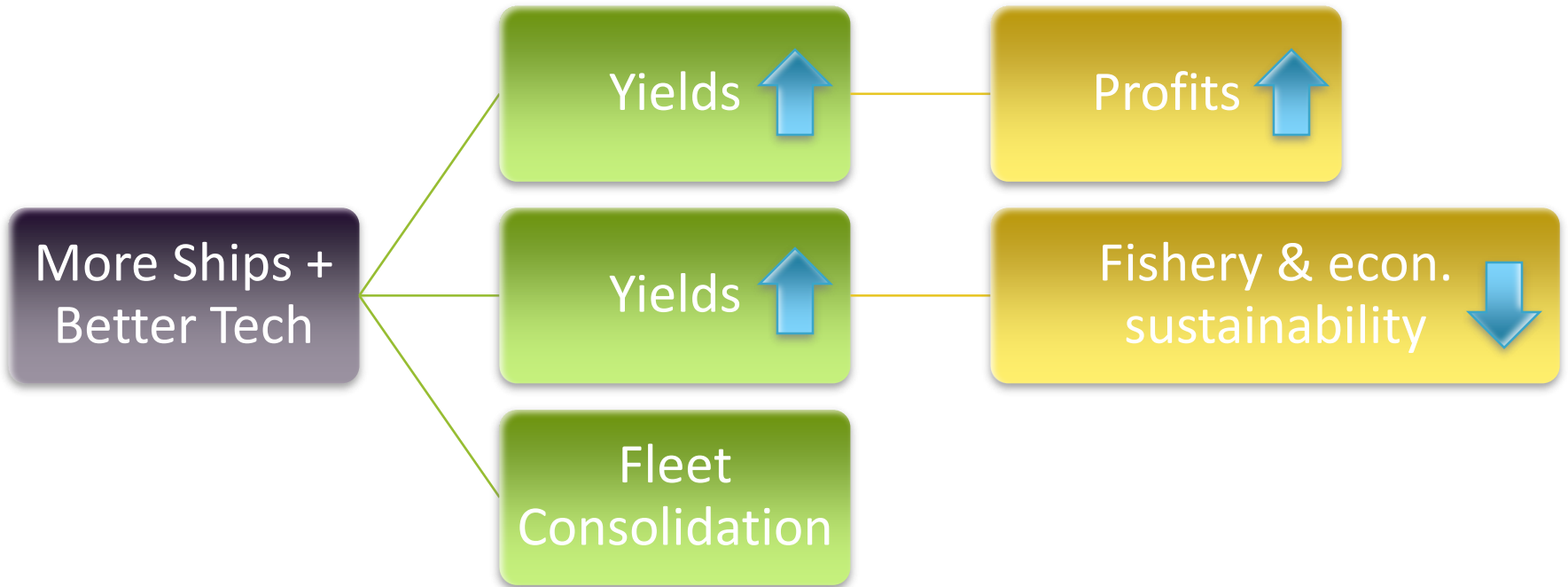
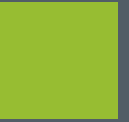


- Enhance **decision-making** for creativity, speed, and clarity
- Make **compliance** measures more effective
- Develop strategies for **emerging and evolving concerns**
 - Reflagging and chartering, ecosystem-based management, social and labor, climate change





What I Learned From You – Trends: Economic and Technology



- **Complexity** of business relationships
- **E-monitoring & E-reporting**



What I Learned From You – Trends: Role of Pacific Island States

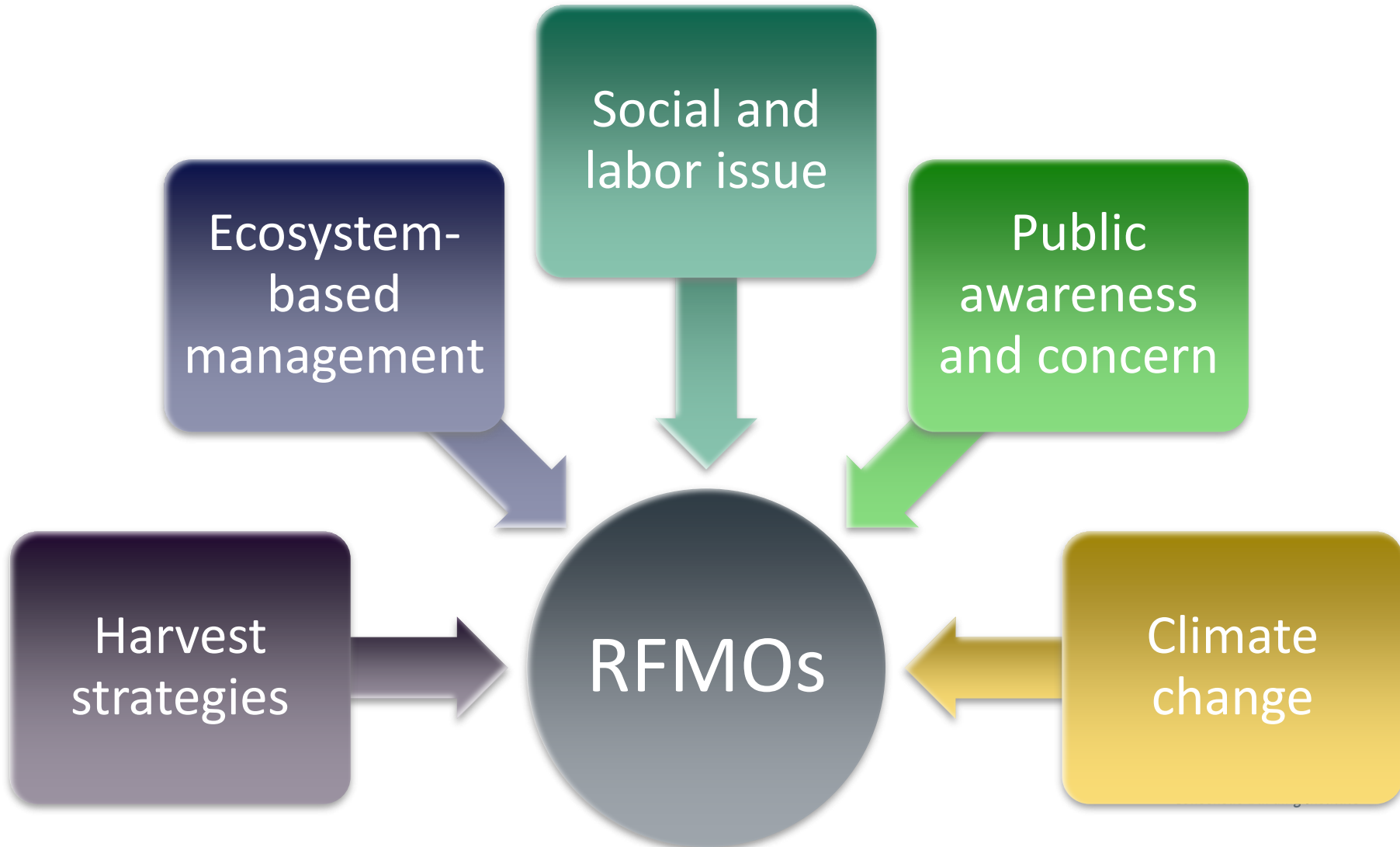


- Significant **influence and control** of EEZs and purse seine fisheries
- Pacific Island states capturing **increasing portion of value** from fishing industry
- Increasing Pacific Island-**domestication** of the fishing industry



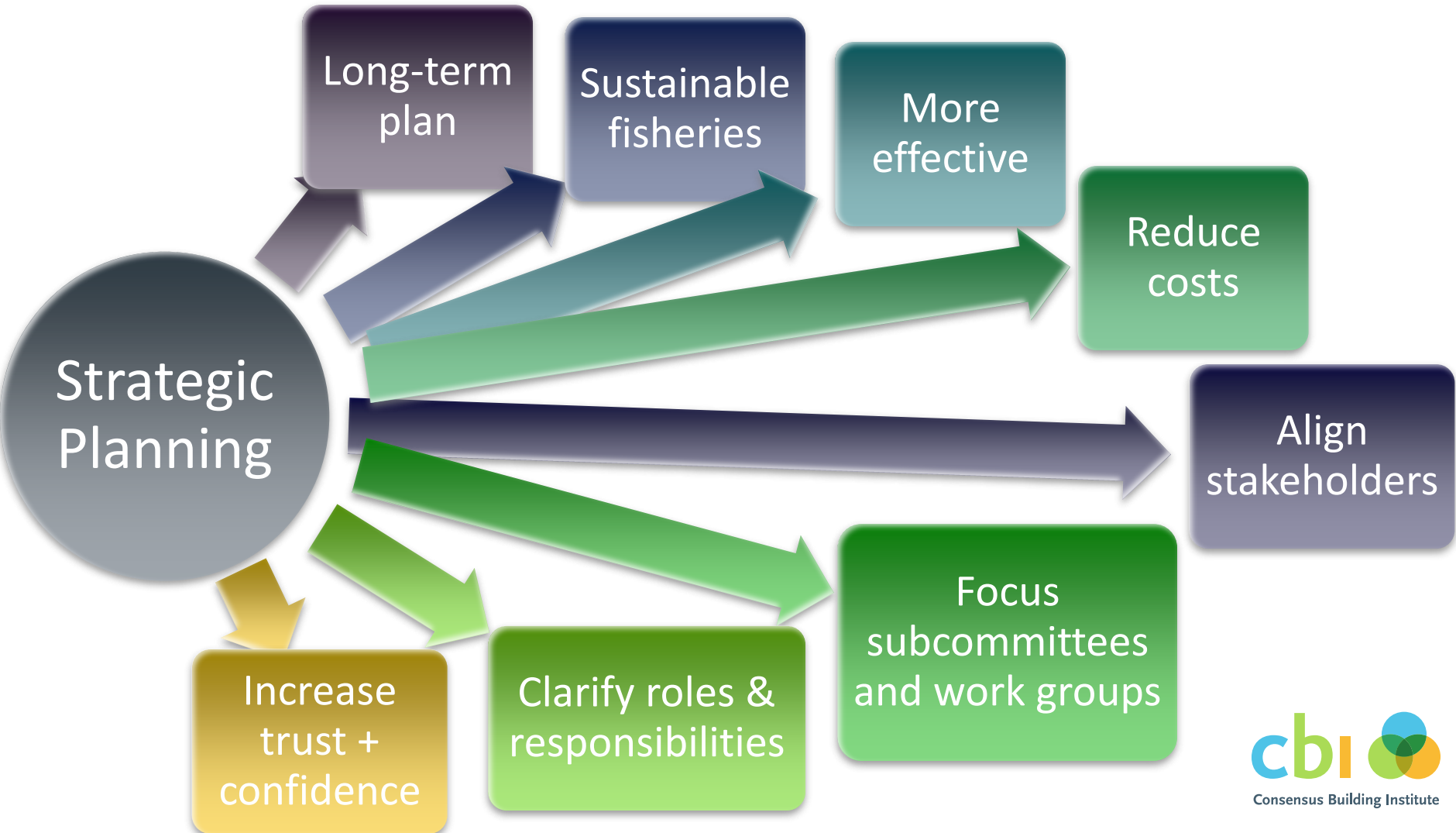


What I Learned From You – Trends: Management and Contextual





What I Learned From You – Hopes for This Process





Discuss with someone from another party / organization:



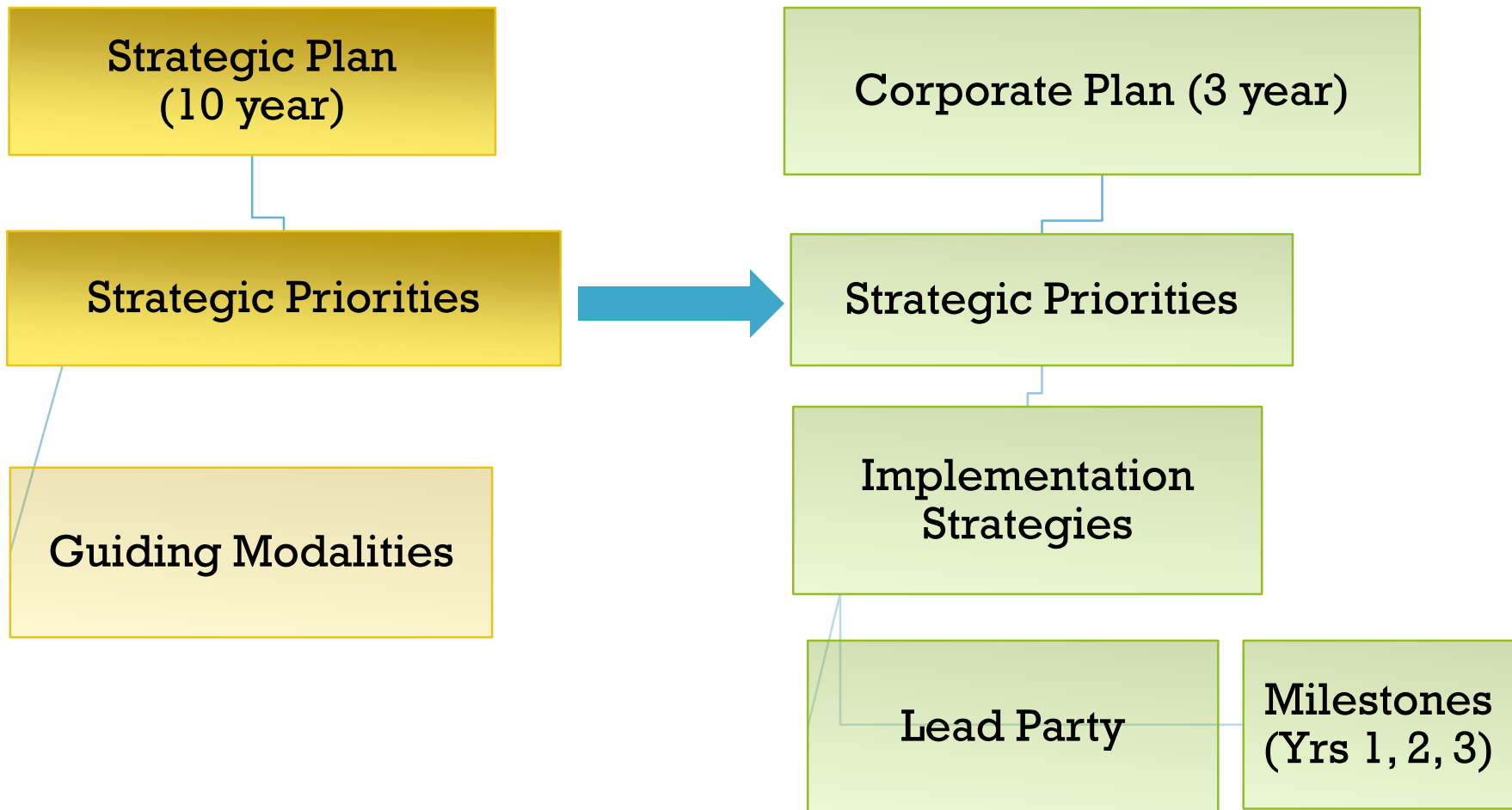
- What ideas and priorities do you **agree** with?
- What **surprised** you?
- How does this **shape your thinking** about the Commission's **strategic priorities**?



Tea Break



Exploring Ten-Year Strategic Priorities





Straw Proposal – 7 Priorities

Commission 10-Year Plan

Harvest
Strategies

High Quality &
Timely Data

Allocation

Enhance
Compliance

CMM
Compatibility

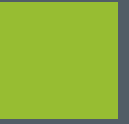
Ecosystem-
Based
Management

Climate
Adaptation



Exploring Ten-Year Strategic Priorities

Reflection



- What **value** does the Commission's work provide to you and your constituents?
- What important **future trends** do you see?
- What do you think the Commission's **top five priorities** should be?



Lunch



Refining Ten-Year Strategic Priorities



- [INSERT REVISED LIST OF STRATEGIC PRIORITIES]



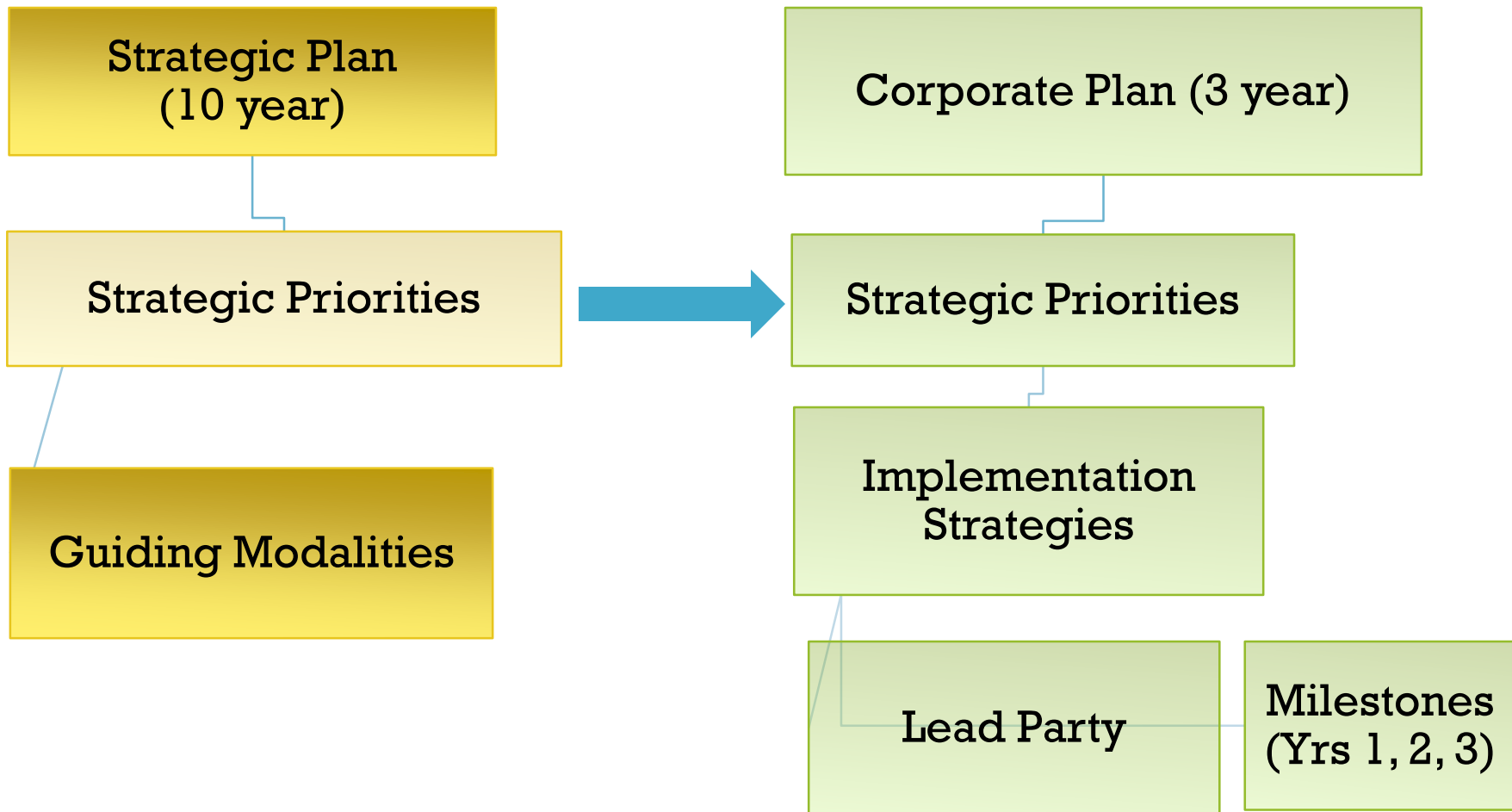
Refining Ten-Year Strategic Priorities



- In ten years' time, how will we know whether we have successfully **achieved** each strategic priority?
- What **goals and objectives** do you see under each of these priorities?



Exploring Ten-Year Strategic Priorities





Tea Break



Defining Ten-Year Strategic Priorities



- Refine strategic priorities to use as a **working draft for Day 2**



Tomorrow...



- Operationalize 10-year strategic priorities during **next 3 years**
- **Confirm** Commission's 10-year and 3-year direction



Tomorrow...

