



**COMMISSION
THIRTEENTH REGULAR SESSION**
Denarau Island, Fiji
5 – 9 December 2016

DRAFT STRATEGIC PLAN

**WCPFC13-2016-31
16 November 2016**

Paper prepared by the Secretariat

Purpose

1. The purpose of this paper is to present for the consideration and decision of the Commission the draft Strategic Plan which was developed in accordance with the terms of reference sanctioned by WCPFC12.

Background

2. WCPFC12 in December, 2015 approved the review of the WCPFC planning framework and the development of a new Strategic Plan and a new Corporate Plan in accordance with the agreed terms of reference which are attached as *Attachment 1*. The terms of reference envisage the engagement of a Facilitator to facilitate the process to develop the plans through a consultative process that is inclusive and participatory to ensure maximum inputs to the development of the plans from members, participating territories, observers and other stakeholders.

3. Consensus Building Institute (CBI) Ltd was awarded the consultancy to facilitate the process to develop the two plans and Mr Tushar Kansal and Ms Gina Bartlett were designated by CBI as the principal consultants for the consultancy. In accordance with the agreed terms of reference a two day workshop was convened on 19 and 20 September, 2016 immediately before the TCC12 meeting to workshop the development of the Strategic Plan and the Corporate Plan. The workshop was facilitated by Mr Tushar Kansal and the material that were presented to facilitate discussions were those gathered and analyzed by Mr Kansal from personal interviews with members, observers and other stakeholders and from responses to an online questionnaire.

4. Subsequently, on 17th October, 2016 Mr Tushar Kansal as agreed at the workshop circulated to members and observers under cover of the Secretariat circular no 2016/59 of the same date the Draft Strategic Plan for comments to be submitted by 31st October, 2016. A copy of the circular 2016/59 is attached for reference in *Attachment 2*. The due date for comments was extended to 7th November, 2016. In circulating the Draft Strategic Plan Mr Kansal advised that work on developing the Draft Corporate Plan has been deferred to after the adoption of the

Strategic Plan because of the challenges in securing consensus on the common goals and guiding objectives in the Draft Strategic Plan. The Corporate Plan is intended to unpack the agreed goals and guiding objectives in the Strategic Plan and to develop implementation strategies to operationalize those goals and guiding objectives. In the absence of certainty as to what those goals and guiding objectives it will be futile to commence work on developing a Corporate Plan at this stage.

5. On the 16th November, 2016 Mr Tushar Kansal once again circulated to members and observers under cover of the Secretariat circular no 2016/65 of the same date an updated version of the Draft Strategic Plan. A copy of circular no 2016/65 which enclosed the Draft Strategic Plan is attached for reference at Attachment 3. As explained by Mr Kansal in his cover letter the updated version of the Draft Strategic Plan is an outcome of an attempt to reflect the comments that were received from Australia, Chinese Taipei, European Union, FFA, Japan and the USA on the first edition of the Draft Strategic Plan.

Discussion

6. As required by the terms of reference for the development of the Strategic Plan, the Facilitator has circulated an updated version of the Draft Strategic Plan dated 16th November, 2016 which is now formally tabled for the review and consideration of the Commission.

7. Ms Gina Bartlett from CBI will present and explain the Draft Strategic Plan dated 16th November, 2016 and with the guidance of the Commission Chair will facilitate discussions on the plan and the way forward.

Recommendation

8. WCPFC13 is invited to consider the Draft Strategic Plan dated 16th November, 2016 contained in Attachment 3.



**COMMISSION
TWELFTH REGULAR SESSION**
Bali, Indonesia
3-8 December 2015

**REVIEW OF THE PLANNING FRAMEWORK AND DEVELOPMENT OF PLANNING
DOCUMENTS FOR THE WCPFC AND THE SECRETARIAT**

TERMS OF REFERENCE

Introduction

These Terms of Reference are to guide the review of the Western and Central Pacific Fisheries Commission (WCPFC) planning framework and the development of a new Strategic Plan and a new Corporate Plan.

Background

The Convention on the Conservation and Management of Highly Migratory Fish Stocks in the Western and Central Pacific Ocean entered into force in June 2004 creating one of the first regional fisheries management organizations to be established after the adoption in 1995 of the UN Fish Stocks Agreement. The objective of the Convention is to ensure, through effective management, the long-term conservation and sustainable use of highly migratory fish stocks in the western and central Pacific Ocean in accordance with the 1982 United Nations Convention on the Law of the Sea and the 1995 UN Fish Stocks Agreement. For this purpose, the Convention establishes a Commission for the Conservation and Management of Highly Migratory Fish Stocks in the Western and Central Pacific Ocean. The Commission Secretariat is based in Pohnpei, Federated States of Micronesia.

The WCPFC7 in December, 2010 adopted the Strategic Plan 2011 – 2013 as a living document that will incorporate the ongoing work of the Commission subsidiary bodies and the annual sessions. At the WCPFC10 in December, 2013 the Secretariat tabled an updated and proposed Strategic Plan for 2014 to 2016 that incorporated the work plans developed at the 9th Meetings of the Scientific Committee (SC) and the Technical and Compliance Committee (TCC). The views at WCPFC10 were mixed. Some CCMs viewed the plan as more of a short term business plan instead of providing a forward looking vision for the Commission’s aspirations on the status of stocks and the flow of benefits from the fisheries. The Commission was unable to decide on the updated Strategic Plan with some CCMs requesting the Secretariat to consider the matter intersessionally and to report back to WCPFC11. The Secretariat re-tabled at WCPFC11 in December, 2014 the updated and proposed Strategic Plan for 2014 to 2016 but there was no discussion.

Guidelines

The WCPFC12, recognizing the opportunity of the new leadership at the Commission with the new Chair and Executive Director, supported the review of the planning framework to be guided by these guidelines:

- i) At the helm of the planning framework, there shall be a high level, long term, strategic vision setting document of, say, 10 to 15 years to be reviewed and updated as required (*Strategic Plan*);
- ii) The *Strategic Plan* is to be supported by a shorter term planning document of, say, 3 to 4 years to be reviewed and updated as required (*Corporate Plan*);
- iii) The *Corporate Plan* is operationalized annually through the Annual Work Programme whose structure will be closely aligned to that of the *Corporate Plan* and the *Strategic Plan*;
- iv) The Commission members will lead the review of the planning framework and the development of a new Strategic Plan and Corporate Plan. This will be facilitated by a Consultant / Facilitator and supported by the Secretariat;
- v) The new *Strategic Plan* and *Corporate Plan* will define clearly the respective and separate objectives, goals, roles, responsibilities, and outputs of the Commission, its subsidiary bodies and the Secretariat;
- vi) The process to review the planning framework and the development of the new *Strategic Plan* and *Corporate Plan* will be open and transparent and Commission observers will be encouraged to contribute;
- vii) CCMs will contribute to the cost of the review and development of planning document;
- viii) Other financial contributions will be encouraged; and
- ix) The Secretariat will report back to WCPFC13 on the review and present for consideration the new *Strategic Plan* and *Corporate Plan*.

Timeframes and key tasks

The timeframes and key tasks for the review of the WCPFC planning framework and the development of the new requisite planning document are as follow:

Timeframes	Key tasks
April, 2016	Engage Consultant
May, 2016	Consultant to undertake initial consultations with CCMs, Observers and the Secretariat through interviews and questionnaires etc.
June, 2016	Consultant will produce <i>Draft #1</i> of Strategic Plan and Corporate Plan and circulate them for review and comments by CCMs, Observers and the Secretariat.
July, 2016	Consultant will collate and consider comments by CCMs, observers and the Secretariat on Draft #1 Plans.

August, 2016	Consultant will produce <u>Draft #2</u> of Strategic Plan and Corporate Plan to be circulated to CCMs, Observers and the Secretariat in preparation for the Consultation Meeting. The Scientific Committee may be invited to provide comments on Draft #2 on matters within their scope.
September, 2016	Consultation meeting by CCMs and Observers based on Draft #2 of the new Strategic Plan and Corporate Plan. This will precede TCC12 in Pohnpei, FSM 1-2 September, 2016. The Northern Committee and Technical and Compliance Committee may be invited to provide comments on Draft # 2 on matters within their scope.
October, 2016	Consultant will produce <u>Draft #3</u> of the new Strategic Plan and Corporate Plan based on deliberations at the Consultation Meeting, and taking into account comments from the SC, NC and TCC.
November, 2016	The Secretariat will circulate review report and proposed new draft Strategic Plan and Corporate Plan.
December, 2016	WCPFC13 will consider review report and the proposed new Strategic Plan and Corporate Plan.



**TO ALL COMMISSION MEMBERS, COOPERATING NON-MEMBERS AND
PARTICIPATING TERRITORIES**

Circular No.: 2016/59
Date: 17 October 2016
No. pages: 7

WCPFC STRATEGIC PLAN 2017 – 2026 (DRAFT)

Dear All,

Please find enclosed a letter from the Strategic Plan Consultant Mr Tushar Kansal dated 17th October, 2016 with the attached Draft WCPFC Strategic Plan 2017 – 2026 for your review and comment. The process for further review and refining of the draft Strategic Plan is explained in the said letter.

Your comments and queries on the Draft Strategic Plan and the process forward may be directed to Tushar Kansal on tkansal@cbuilding.org or to the Executive Director at feleti.teo@wcpfc.int.

Yours sincerely,



Feleti P Teo, OBE
EXECUTIVE DIRECTOR

17 October, 2016

Dear WCPFC Members, Cooperating Non-Members, Participating Territories and Observers,

After reading the below context, **please provide comment and feedback on the draft strategic plan by Monday, 31 October.**

I have attached a **first draft** of the Commission's strategic plan. This document is intended to reflect the discussions that we had in Pohnpei immediately preceding TCC12. I have attempted to take the content and creative thinking that we generated in our meeting and synthesize that material into a series of goals and guiding objectives that operate at a ten-year, strategic level. In the interest of creating a broadly-accessible, guiding strategic plan, you will not find in this document the detail that you developed around implementation strategies. Please rest assured that I have retained all of that material for development of the three-year corporate plan.

As you are reviewing the draft strategic plan, I encourage you to answer two queries:

- What is **working well** about the draft?
- What **needs further attention**?

I will incorporate your input and revert with a revised draft by 15 November.

A couple of other notes:

- The focus at this point of the process is on text, not layout or graphics, but I have included a couple of text boxes and images that could be considered for inclusion. At a later stage, the document will proceed through a layout and design process.
- After joint consultation, the Secretariat and I are suggesting that we hold off on developing a three-year corporate plan at this time. Instead, we propose that the implementation strategies in the corporate plan be developed only after Commission members have had a chance to review and comment on the proposed goals in the strategic plan and to endorse a final version of the strategic plan in December. I will work with the Secretariat to develop sample implementation strategies for one of the draft goals to provide Commission members with a sense of what the full corporate plan could look like, once developed.

Thank you all for your participation in the strategic planning process. Please don't hesitate to get in touch with me or with the Secretariat if you have any questions or concerns.

Regards,



Tushar Kansal
Consensus Building Institute
tkansal@cbuilding.org

Western and Central Pacific Fisheries Commission Strategic Plan

Draft – 16 October, 2016

Forward

[By WCPFC Chair, Rhea Moss-Christian; addressing history of the Commission, why this strategic planning process is important today, and future of the Commission from an optimistic perspective]

Context for Strategic Planning

The Convention on the Conservation and Management of Highly Migratory Fish Stocks in the Western and Central Pacific Ocean (the WCPFC Convention) entered into force in June 2004, creating one of the first regional fisheries management organizations to be established after the adoption in 1995 of the UN Fish Stocks Agreement. The objective of the Convention is to ensure, through effective management, the long-term conservation and sustainable use of highly migratory fish stocks in the western and central Pacific Ocean in accordance with the 1982 United Nations Convention on the Law of the Sea and the 1995 UN Fish Stocks Agreement. For this purpose, the Convention establishes a Commission for the Conservation and Management of Highly Migratory Fish Stocks in the Western and Central Pacific Ocean (WCPFC).

The strategic planning process has been focused on analyzing key trends shaping the fisheries and fishing industry in the Western and Central Pacific Ocean to provide a pathway forward for the Commission over the next ten years. The ten-year strategic plan is complemented by an operationally focused three-year corporate plan. Both of these documents have been developed with significant involvement and consultation of Commission members, cooperating non-members, and participating territories (CCMs) and other stakeholders.

WCPFC Strategic Vision

Effective management, long-term conservation, and sustainable use of highly migratory fish stocks in the WCPO for present and future generations through the application of precautionary fisheries management, based on the best scientific information available, while minimizing adverse social and environmental impacts and giving full recognition to the special requirements of developing States Parties to the Convention, in particular of Small Island Developing States (SIDS) and territories.

-WCPFC Strategic Plan, 2011-2013

Strategic Planning Purpose

The Commission has undertaken the current strategic planning process in the context of the WCPFC Convention. The Convention remains the foundational and guiding document for the Commission's ongoing work and the ten-year strategic plan and the three-year corporate plan seek to guide efforts to operationalize the objectives and mandate of the Convention.

This strategic planning process sought to build on the Commission’s baseline strengths and achievements to-date while identifying how the Commission can nimbly respond to the challenges facing it today and potentially in the future in order to continue to promote the long-term conservation and sustainable use of highly migratory fish stocks in the western and central Pacific Ocean. In particular, the Commission’s strengths include specific management measures and elements of the compliance program that have been implemented over the past decade, the world-class quality of the science program, the leadership role played by Pacific Island states, the enhanced capacity of flag states to effectively manage vessels flying their flags, and the professionalism and competence of the Secretariat.

At the same time, significant transition and transformation in the Commission’s broader operating environment provide an opportunity for the Commission to define its future direction for continued relevance and strength. Through the strategic planning data gathering process, a number of key trends shaping the future of fisheries and the fishing industry in the Western and Central Pacific Ocean were identified, including improving technologies to harvest fish stocks and also around monitoring and reporting; increasing pressure on WCPO fish stocks; and greater public awareness and interest in fishery sustainability from civil society, consumers, and the market.

In light of the significance of these trends on the fisheries and the fishing industry in the Western and Central Pacific Ocean, it is incumbent on the Commission to strategically position and mobilize its efforts and resources to continue to promote the long-term conservation and sustainable use of highly migratory fish stocks in the western and central Pacific Ocean. This strategic plan translates the Convention’s mandate into tangible goals and objectives that will guide the Commission’s direction over the next ten years. By creating shared priorities, the Commission will be better able to set priorities, focus energy and mobilize resources, strengthen operations, and ensure that key participants and stakeholders – including member states and participating territories, cooperating non-members, inter-governmental organizations, non-governmental organizations, and the Secretariat – work cooperatively and with efficiency towards common goals, establish agreement around intended outcomes, and assess and adjust the Commission’s direction in response to a changing environment.

Jurisdiction, Authority, and Governance

The Pacific Ocean is home to some of the world’s most abundant populations of tuna species such as albacore, skipjack, and yellowfin, and to billfish species such as marlin and swordfish. Collectively, these fish are referred to as highly migratory stocks because of the great distances they can swim, often across ocean provinces and the boundaries of multiple countries. There are many different methods used for capturing highly migratory stocks, but the WCPFC is primarily concerned with the management of fishing vessels that use longlines and purse seine gear, as well as troll lines, pole and line gear, and other small scale fishing methods, including some artisanal methods. The Commission develops conservation and management measures that are often specific to fishing gear types, primarily because different gear types target different species.

The area covered by the Convention covers almost 20 percent of the earth's surface. The western boundary extends to the East Asian seaboard. In the east, the convention area adjoins, or overlaps, the area of competence of the Inter-American Tropical Tuna Commission. The southern boundary extends to 60 degrees south and the northern boundary extends to Alaska and the Bering Sea.

The Convention establishes a governing body known as the Commission that is comprised of representatives of members. The Commission holds annual meetings and is presided over by a Chair and a Vice-Chair, who are elected from amongst the contracting parties. Four subsidiary bodies support the work of the Commission and meet in the

months prior to the annual meeting, which is always held in December. These are the Scientific Committee, the Technical and Compliance Committee, the Northern Committee, and the Finance and Administration Committee. All Commission decisions are generally taken by consensus.

WCPFC Members

Australia, China, Canada, Cook Islands, European Union, Federated States of Micronesia, Fiji, France, Indonesia, Japan, Kiribati, Republic of Korea, Republic of Marshall Islands, Nauru, New Zealand, Niue, Palau, Papua New Guinea, Philippines, Samoa, Solomon Islands, Chinese Taipei, Tonga, Tuvalu, United States of America, Vanuatu.

WCPFC Participating Territories

American Samoa, Commonwealth of the Northern Mariana Islands, French Polynesia, Guam, New Caledonia, Tokelau, Wallis and Futuna.

WCPFC Cooperating Non-members

The Commission confers Cooperating Non-Members status on an annual basis to some non-member states in order for those states to be able to participate in the WCPO fisheries. The current list of Cooperating Non-Members is posted on the WCPFC website.

Goals and Objectives for 2027

GOAL #1: Develop and implement harvest strategies.

Guiding objectives

1. Manage key stocks – tuna and other species – using harvest strategies.
2. Assess vulnerability of stocks, the economics of the fisheries, and environmental considerations including variations in climatic conditions and integrate such knowledge into harvest strategies.
3. Implement robust monitoring strategy evaluation (MSE).
4. Rebuild currently overfished stocks to at least agreed limit reference points.

GOAL #2: Enhance compliance with conservation and management measures.

Guiding objectives

1. Address non-compliance with appropriate responses and remedial measures.
2. Combat illegal, unreported, and unregulated (IUU) fishing.
3. Enhance, develop, and implement port-state and flag-state measures.

4. Enhance, develop, and implement monitoring, compliance, surveillance, and enforcement tools.
5. Assist CCMs in addressing their capacity challenges in order to better enforce compliance.

GOAL #3: Implement ecosystem-based management.

Guiding objectives

1. Maintain ecosystem functionality and diversity.
2. Monitor measurable targets for non-target stocks and bycatch in order to identify systemic trends and to identify emerging issues.
3. Enhance data collection to monitor progress towards defined goals.
4. Minimize waste and pollution, including discards.

GOAL #4: Strengthen capacity of developing states, in particular small island developing states and territories, to manage and develop their tuna fisheries.

Guiding objectives

1. Enhance the scientific and technical capacity of developing states, in particular small island developing states and territories, including by increasing their quantity of trained scientific and technical staff for fisheries management and development.
2. Develop a sustainable financing mechanism for the Special Requirement Fund established under article 30(3) of the WCFC Convention.
3. Enhance and sustain the capacity of developing states, in particular small island developing states and territories, to fully participate in fisheries management and development.

GOAL #5: Enhance Commission operations by deploying best available data and science and by enhancing transparency of Commission governance and operations.

Guiding objectives

1. Enhance and sustain quality and accessibility of robust scientific and technical data to inform management decisions.
2. Enhance and integrate the Commission's information management systems to provide timely input and outputs.
3. Enhance transparency of the Commission's governance and operations such that CCMs can more effectively participate in the work of the Commission.

Future Opportunities

The Commission could explore addressing the following additional issues of concern at a future date:

- Fishing capacity management;
- Compatibility of management measures among exclusive economic zones and between exclusive economic zones and the high seas; and

- Allocation.

Review and Update of the Strategic Plan

Strategic planning is an exercise in trying to plan for an uncertain future. While necessary and helpful for setting priorities and working towards common goals, circumstances can and will evolve, perhaps in ways not anticipated today. As such, the Commission will convene a process to revisit and refresh the strategic plan five years after adoption.



**TO ALL COMMISSION MEMBERS, COOPERATING NON-MEMBERS,
PARTICIPATING TERRITORIES AND OBSERVERS**

Circular No.: 2016/65
Date: 16 November 2016
No. pages: 7

Strategic Plan for WCPFC

Dear All,

Further to Circular No. 2016/59 dated 17th October, 2016 I enclose for your consideration and review the draft Strategic Plan as updated by Mr Tushar Kansal the Facilitator for the development of the plan and a cover letter from Mr Kansal. The draft Strategic Plan will be considered at the 13th Regular Session of the WCPFC in Fiji from 5 to 9 December, 2016.

Mr Kansal's letter and the draft Strategic Plan will be posted on the WCPFC13 meeting website as the working paper for agenda item 15.1.

Yours sincerely,



Feleti Penitala Teo, OBE
EXECUTIVE DIRECTOR

15 November, 2016

Dear WCPFC Members, Cooperating Non-Members, Participating Territories and Observers,

I have attached a **revised draft** of the Commission's strategic plan. This document is intended to reflect the discussions that we had in Pohnpei immediately preceding TCC12 and also reflect comments and feedback provided by Australia, Chinese Taipei, the European Union, FFA, Japan, and the United States to the draft that was circulated in mid-October.

Please review the attached draft and come to WCPFC 13 prepared to discuss the draft strategic plan. I will be unable to join you in Fiji for medical reasons, but my colleague Gina Bartlett will present the draft strategic plan and work with CCMs to move the process forward.

Finally, although the focus at this point of the process is on text, not layout or graphics, the text in this present draft will undergo a light design process in advance of WCPFC 13. Following adoption of the strategic plan by the Commission, the strategic plan will proceed through a fuller layout and design process to prepare the document for public dissemination.

Thank you all for your participation in the strategic planning process. Please don't hesitate to get in touch with me or with the Secretariat if you have any questions or concerns.

Regards,



Tushar Kansal
Consensus Building Institute
tkansal@cbuilding.org

Western and Central Pacific Fisheries Commission Strategic Plan

Draft – 16 November, 2016

Forward

[By WCPFC Chair, Rhea Moss-Christian; addressing history of the Commission, why this strategic planning process is important today, and future of the Commission from an optimistic perspective]

Context for Strategic Planning

The Convention on the Conservation and Management of Highly Migratory Fish Stocks in the Western and Central Pacific Ocean (the WCPFC Convention) entered into force in June 2004, creating one of the first regional fisheries management organizations to be established after the adoption in 1995 of the UN Fish Stocks Agreement. The objective of the Convention is to ensure, through effective management, the long-term conservation and sustainable use of highly migratory fish stocks in the western and central Pacific Ocean (WCPO) in accordance with the 1982 United Nations Convention on the Law of the Sea and the 1995 UN Fish Stocks Agreement. For this purpose, the Convention establishes a Commission for the Conservation and Management of Highly Migratory Fish Stocks in the Western and Central Pacific Ocean (WCPFC).

The strategic planning process has been focused on analyzing key trends shaping the fisheries and fishing industries in the Western and Central Pacific Ocean to provide a pathway forward for the Commission over the next ten years. The ten-year strategic plan is complemented by an operationally focused three-year corporate plan. Both of these documents have been developed with significant involvement and consultation of Commission members, cooperating non-members, and participating territories (CCMs) and other stakeholders.

WCPFC Strategic Vision

Effective management, long-term conservation, and sustainable use of highly migratory fish stocks in the WCPO for present and future generations through the application of precautionary fisheries management, based on the best scientific information available, while minimizing adverse social and environmental impacts and giving full recognition to the special requirements of developing States Parties to the Convention, in particular of Small Island Developing States (SIDS) and territories.

-WCPFC Strategic Plan, 2011-2013

Purpose of Strategic Planning

The Commission has undertaken the current strategic planning process in the context of the WCPFC Convention. The Convention remains the foundational and guiding document for the Commission's ongoing work and the ten-year strategic plan and the three-year corporate plan seek to guide efforts to operationalize the objectives and mandate of the Convention.

This strategic planning process sought to build on the Commission's baseline strengths and achievements to-date while identifying how the Commission can nimbly respond to the challenges facing it today and potentially in the future in order to continue to promote the long-term conservation and sustainable use of highly migratory fish stocks in the western and central Pacific Ocean. In particular, the Commission's strengths include the world-class quality of the science program; specific management measures and elements of the compliance program that have been implemented over the past decade; the leadership role played by members and participating territories, including the Pacific Island states; the enhanced capacity of flag states to effectively manage vessels flying their flags; and the professionalism and competence of the Secretariat.

At the same time, significant transition and transformation in the Commission's broader operating environment provide an opportunity for the Commission to define its future direction for continued relevance and strength. The data gathering phase of the strategic planning process identified a number of key trends shaping the future of fisheries and the fishing industry in the Western and Central Pacific Ocean, including improving technologies to harvest fish stocks and also around monitoring and reporting; increasing pressure on WCPO fish stocks; and greater public awareness and interest in fishery sustainability from civil society, consumers, and the market.

In light of the significance of these trends on the fisheries and the fishing industries in the Western and Central Pacific Ocean, it is incumbent on the Commission to strategically position and mobilize its efforts and resources to continue to promote the long-term conservation and sustainable use of highly migratory fish stocks in the WCPO. This strategic plan translates the Convention's mandate into tangible goals and objectives that will guide the Commission's direction over the next ten years. By creating shared priorities, the Commission will be better able to set priorities, focus energy and mobilize resources, strengthen operations, and ensure that key participants and stakeholders (including member states and participating territories, cooperating non-members, inter-governmental organizations, non-governmental organizations, and the Secretariat) work cooperatively and with efficiency towards common goals, establish agreement around intended outcomes, and assess and adjust the Commission's direction in response to a changing environment.

Jurisdiction, Authority, and Governance

The Pacific Ocean is home to some of the world's most abundant populations of tuna species such as bigeye, albacore, skipjack, and yellowfin, and to billfish species such as marlin and swordfish. Collectively, these fish are referred to as highly migratory stocks because of the great distances they can swim, often across ocean provinces and the boundaries of multiple countries. There are many different methods used for capturing highly migratory stocks, but the WCPFC is primarily concerned with the impact of fishing vessels that use longlines and purse seine gear, as well as troll lines, pole and line gear, and other small scale fishing methods, including some artisanal methods. The Commission develops conservation and management measures that are often specific to fishing gear types, primarily because different gear types target different species.

The area covered by the Convention covers almost 20 percent of the earth's surface and comprises waters of the Pacific Ocean with southern and eastern boundaries delineated by article 3 of the WCPFC Convention. In the east, the convention area adjoins and overlaps, the area of competence of the Inter-American Tropical Tuna Commission.

The Convention establishes a governing body known as the Commission that is comprised of members. The Commission holds annual meetings and is presided over by a Chair and a Vice-Chair, who are elected from amongst the contracting parties. Four subsidiary bodies support the work of the Commission and meet in the months prior to the annual meeting, which is always held

in December. These are the Scientific Committee, the Technical and Compliance Committee, the Northern Committee, and the Finance and Administration Committee. All Commission decisions are generally taken by consensus.

Goals and Objectives for 2027 in Line with the WCPFC Convention

Goals and guiding objectives put forward in this strategic plan were developed with significant involvement and consultation of Commission members, cooperating non-members, and participating territories and other stakeholders. These goals do not constitute all the activities that the Commission currently does, and will continue to do. Rather, this strategic plan seeks to identify a few key areas for strategic focus on which the Commission will place particular emphasis during the next ten years.

In addition to the goals presented below, the Commission will consider addressing the following issues of concern, as possible, within the next ten years:

- Fishing capacity management;
- Compatibility of management measures among exclusive economic zones and between exclusive economic zones and the high seas; and
- Allocation.

WCPFC Members

Australia, China, Canada, Cook Islands, European Union, Federated States of Micronesia, Fiji, France, Indonesia, Japan, Kiribati, Republic of Korea, Republic of Marshall Islands, Nauru, New Zealand, Niue, Palau, Papua New Guinea, Philippines, Samoa, Solomon Islands, Chinese Taipei, Tonga, Tuvalu, United States of America, Vanuatu.

WCPFC Participating Territories

American Samoa, Commonwealth of the Northern Mariana Islands, French Polynesia, Guam, New Caledonia, Tokelau, Wallis and Futuna.

WCPFC Cooperating Non-members

The Commission confers Cooperating Non-Members status on an annual basis to some non-member states in order for those states to be able to participate in the WCPO fisheries. The current list of Cooperating Non-Members is posted on the WCPFC website.

GOAL #1: Adopt and implement harvest strategies and other tools to conserve and sustainably utilize fish stocks and manage interactions with the environment.

Guiding objectives

1. Implement harvest strategies and other tools through the development and adoption of CMMs to manage key stocks, including tuna and other species.
2. Reduce uncertainty and improve robustness in the assessment of the status of stocks, the social and economic aspects of the fisheries, and the interaction between WCPFC fisheries and the marine ecosystem, including variations in climatic conditions, and integrate such knowledge into harvest strategies.

GOAL #2: Enhance compliance with conservation and management measures.

Guiding objectives

1. Enhance, develop, and implement monitoring, compliance, surveillance, and enforcement tools.
2. Combat illegal, unreported, and unregulated (IUU) fishing.
3. Enhance, develop, and implement port-state and flag-state measures.
4. Address non-compliance with appropriate responses and remedial measures.
5. Assist CCMs in addressing their capacity challenges in order to better enforce compliance.

GOAL #3: Implement ecosystem-based management.

Guiding objectives

1. Maintain healthy ecosystem structure and conserve biodiversity.
2. Assess and integrate the two-way interaction between the environment and fisheries into developing management measures for target and bycatch species.
3. Monitor measurable targets for non-target stocks and bycatch in order to identify systemic trends and to identify emerging issues.
4. Minimize waste and pollution.
5. Monitor and eliminate discards.

GOAL #4: Strengthen capacity of developing states, in particular small island developing states and territories, to manage and develop their tuna fisheries.

Guiding objectives

1. Enhance the scientific and technical capacity of developing states, in particular small island developing states and territories.
2. Enhance and sustain the capacity of developing states, in particular small island developing states and territories, to fully participate in fisheries management in line with the WCPFC Convention, including the development of a sustainable financing mechanism for the fund established under article 30(3) of the WCPFC Convention.

GOAL #5: Enhance Commission operations by deploying best available data and science and by enhancing transparency of Commission governance and operations.

Guiding objectives

1. Enhance and sustain quality and accessibility of robust scientific and technical data and other relevant information to underpin robust, science-based management decisions.
2. Enhance and integrate the Commission's information management systems to provide timely inputs and outputs.
3. Enhance transparency of the Commission's governance and operations.

Future Opportunities and Updating the Strategic Plan

Strategic planning is an exercise in trying to plan for an uncertain future. While necessary and helpful for setting priorities and working towards common goals, circumstances can and will evolve, perhaps in ways not anticipated today. With this context in mind, the Commission will convene a process to revisit and refresh the strategic plan five years after adoption. In addition to updating and adapting the goals and objectives articulated here, the review process may consider broader contextual developments such as changes in the broader governance framework for fisheries or changes in ocean use.