



**EIGHTH REGULAR SESSION  
FINANCE AND ADMINISTRATION COMMITTEE  
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**BUSINESS PLAN**

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**WCPFC8-2011-FAC5/08**

**Introduction**

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.

**Recommendation**

The Committee is invited to:

- (i) consider the proposed plan make the necessary recommendation to the Commission



**Business Plan**

**for**

**The Secretariat of**

**The Western and Central Pacific Fisheries Commission**

**2012 - 2016**

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## **Introduction**

### ***Secretariat as a servant of the Commission***

This Business Plan describes the corporate level functions and activities considered necessary for the Secretariat to provide efficient and effective technical and administrative support to the strategic direction of the Commission as determined by its Members.

### ***Commission's commitment to the Secretariat's administrative arrangements.***

Considerable effort was invested in the development of the Commission's administrative arrangements throughout the Preparatory Conference period by its Working Group 1. At PrepCon III, (Manila Philippines, November 2002) Working Group 1 presented a structure that reflected the basic principles that had been agreed at earlier sessions in terms of size, efficiency and cost effectiveness. That structure implied an overall staffing level, after three years of 17 (eight professional and nine support staff and it was noted that the specific aspects of the structure would continue to evolve. It was also noted that the budget would similarly be subject to evolution to enable the Secretariat and its operations to be resourced at levels that allow it to provide high quality support for the efficient operation of its functions under the Convention but that gives it the capacity to provide the analysis and advice that will allow the Commission and Members, Non-Members and Participating Territories (CCMs) to identify and address problems before they become critical. In regard to conditions of service the Preparatory Conference agreed to align the Commission's staff terms and conditions with those of the member organisations of the Council of Regional Organisations in the Pacific (CROP)

### ***Risks***

There are several risk factors outside of the control of the Secretariat that unless managed by the Commission will prejudice the implementation of this plan. Prominent amongst these are the support of CCMs including the provision of sufficient resources and appropriate facilities, the level of CCMs' compliance with the provisions of management measures, the ability to recruit and accommodate suitable staff, and complementarity of the business plan with agreed the Strategic Plan.

### ***Staffing assumptions***

In preparing this Plan it is assumed that with budget constraints the Commission Secretariat is unlikely to grow beyond its current size over the next five years unless additional work is tasked by the Commission and then this new work should include amended budgets and staff profile. . The current organisational chart is at page 14.

### ***Headquarters arrangements***

The effective implementation of this Business Plan will be influenced by the operating environment in Pohnpei. Key factors in this regard will continuing to maintaining the Secretariat in a modern, fully functional, headquarters building and a capacity to recruit, and retain, appropriately qualified and experienced staff. It will also require ongoing community outreach to establish the Commission as a good corporate citizen in Pohnpei.

### ***Monitoring and Evaluation***

The period of the Secretariat's Business Plan is 2012 to 2016 is in line with the budget horizon set by the Commission at its Seventh Regular Session held in Honolulu, Hawaii in December 2010. The Corporate Plan covers a five year period 2012 to 2016 as it takes a longer term perspective of the Commission's aspirations. As with the Strategic plan of the Commission the Business Plan

should be considered a living document and updated periodically during the five year period to reflect any changes in direction of the Commission and to ensure that both plans are aligned. These considerations should be undertaken in the FAC and referred after consultation to the Commission.

It is proposed that in 2016 a review of the Business Plan be undertaken. As the Executive Director makes an annual report to the Commission any issues related to the Business Plan should be highlighted in that report.

### **Strategic Context of the Secretariat**

The strategic context for this Business Plan is the Convention on the Conservation and Management of Highly Migratory Fish Stocks in the Western and Central Pacific Ocean, in particular Article 2 and Articles 15 parts 4 and 5, the Commission's Financial Regulations and the Commission's Strategic Plan<sup>1</sup>.

#### ***Convention***

##### **Article 2**

Objective: The objective of this 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 Convention and the Agreement.

##### **Article 15**

###### ***The Secretariat.***

4. *The Secretariat functions shall **include** the following:*

- (a) receiving and transmitting the Commission's official communications;*
- (b) facilitating the compilation and dissemination of data necessary to accomplish the objective of the convention;*
- (c) preparing administrative and other reports for the Commission and the Scientific and Technical and Compliance Committees;*
- (d) administering agreed arrangements for monitoring, control and surveillance and the provision of scientific advice;*
- (e) publishing the decisions of and promoting the activities of the Commission and its subsidiary bodies; and*
- (f) treasury, personnel and other administrative functions.*

5. *In order to minimise costs to the members of the Commission, the Secretariat to be established under this Convention shall be cost effective. The setting up and the functioning of the Secretariat shall, where appropriate, take into account the capacity of existing regional institutions to perform certain technical secretariat functions.*

#### ***Strategic Plan***<sup>1</sup>

*Strategic Plan Objective 3: The Commission's Secretariat provides high quality and efficient administrative and technical support to Commission Members and other stakeholders.*

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<sup>1</sup> The Commission's Strategic Plan is a companion draft document (WCPFC4-2007-FAC1/07) to be considered at WCPFC4, December 2007 and to be subject to further development during 2008.

### Functional Program and Organisational Structure (2012-2016)

Function	Executive	Science & Technical and Compliance Programme		Information Communications & Technology and Administrative Support	
	Executive Director	Science Manager	Compliance Manager	ICT Manager	Finance & Administration Manager
	<i>Director – Technical Operations (not established)</i>				
	<i>Japanese Trust Fund Coordinator</i>	Regional Observer Programme Coordinator		<i>Systems Development Officer</i>	Administrative Officer
Assistant Science Manager		VMS Manager	Executive Assistant		
	<i>Data Quality Officer</i>	VMS Operators	Network Administrator	Treasury Assistant	Receptionist
			Data Entry Assistant		Driver/Maintenance Librarian/Archivist
<i>receiving and transmitting the Commission's official communications;</i>	√	√	√	√	√
<i>facilitating the compilation and dissemination of data necessary to accomplish the objective of the convention;</i>	√	√	√	√	
<i>preparing administrative and other reports for the Commission and the Scientific and Technical and Compliance Committees;</i>	√	√	√		√
<i>administering agreed arrangements for monitoring, control and surveillance and the provision of scientific advice;</i>	√	√	√		
<i>publishing the decisions of and promoting the activities of the Commission and its subsidiary bodies;</i>	√	√	√	√	√
<i>treasury, personnel and other administrative functions.</i>	√				√

## **Resources**

The financial arrangements for the Commission are set out in Section 5 of the Convention. Key elements include:

### *Article 17*

#### *Funds of the Commission*

1. *The funds of the Commission shall include:*
  - (a) *assessed contributions (refer Article 18);*
  - (b) *voluntary contributions;*
  - (c) *the fund established to facilitate the effective participation of developing States Parties, particularly small island developing states, and, where appropriate, territories and possessions, in the work of the Commission, including its meetings and those of its subsidiary bodies (refer Article 30); and*
  - (d) *any other funds which the Commission may receive*

### *Article 18 and Financial Regulation 3*

- *Annual and forecast years' budgets*
- *Budget Approval*
- *Contributions*
- *Finance and Administration Committee.*

## **Annual and forecast years' budgets**

The Executive Director shall draft the proposed budget of the Commission for the ensuing year showing the source of funds and a forecast budget for the subsequent two<sup>2</sup> financial years and include a statement of the significant financial implications for subsequent financial years in respect of any proposed work programmes presented in terms of administrative, recurrent and capital expenditure. The draft budget shall include the costs required to finance the travel and subsistence for one representative from each developing State party to the Convention and, where appropriate, territories and possessions, to each meeting of the Commission and to meetings of relevant subsidiary bodies of the Commission.

## **Budget Approval (Finance and Administration Committee to advise the Commission.)**

At each annual meeting, the Commission shall decide upon its annual budget and shall adopt the budget by consensus. If the Commission is unable to adopt a decision on the budget, the level of contributions to the administrative budget of the Commission shall be determined in accordance with the budget for the preceding year for the purposes of meeting the administrative expenses of the Commission for the following year, until such time as the new budget can be adopted by consensus. WCPFC3 established a Finance and Administration Committee, to meet at the annual session, to provide advice and recommendations to the Commission on matters related to budget, finance and administration of the Commission and discuss issues referred by the Commission

## **Contributions**

The amount of the contribution to the budget shall be determined with the formula<sup>3</sup> determined according to article 18, paragraph 2, of the Convention.

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<sup>2</sup> The Commission's Financial Regulation 3.6 specifies a forecast budget for the subsequent financial year; however WCPFC3 agreed that for the time being at least forecast budgets be for the next two subsequent financial years.

<sup>3</sup> The detail of the formula's algorithm is contained in the Commission's Finance Regulation 5.2

## **Programme 1**

*Receiving and transmitting the Commission's official communications.*

**Objective:** To effectively and efficiently coordinate and disseminate the Commission's official communications.

### **Outcomes**

- Effective dissemination of official communications
- Effective knowledge management

### **Outputs**

- Communications received from Members of the Commission, Cooperating Non-Members and Participating Territories (CCMs) and other stakeholders for distribution processed in a timely manner.
- Commission circulars prepared and distributed to all CCMs and other relevant stakeholders in a timely manner with clarity and appropriate materiality and brevity.
- Effective commentary and procedural advice in response to communications received from CCMs.

### **Performance Indicators**

- Distribution of communications received from CCMs and other stakeholders for dissemination within 48 working hours of receipt.
- The level of satisfaction expressed by CCMs and other stakeholders in regard to the handling and transmission of official communications.
- The level of satisfaction expressed by CCMs and other stakeholders in regard to the utility of Commission Circulars and other communications.

### **Measures**

- Log information in regard to the turnaround of official communications
- Feedback from CCMs

### **Activities**

- Establishment of cost effective hardcopy, telecommunications and IT based communication links including fibre optic cable (when available), internet bandwidth, facsimile services, courier and mail services together with appropriate website access in accordance with the Commission's information security policy and procedures.
- Management and maintenance of a current database of official and technical contacts.
- Development of internal and external communication protocols for the prompt, secure and efficient transfer of information between the Secretariat and stakeholders.



## **Programme 2**

*Facilitating the compilation and dissemination of data necessary to accomplish the objective of the Convention;*

**Objective:** To compile and disseminate data provided by CCMs in compliance with data access and dissemination policies and procedures adopted by the Commission.

### **Outcomes**

- The compilation of a comprehensive, accessible and understandable body of improving data provided by CCMs, sufficient, and of suitable clarity for the Commission to be able to make well informed decisions and for service providers contracted by the Commission to carry out their work.
- The dissemination, analysis and common interpretation of the data necessary for the Commission's work.

### **Outputs**

- Identification of the range of data necessary for the Commission to accomplish its objective as well as the types, forms and characteristics of the data sets identified.
- Data gaps identified by the Commission minimised.
- A comprehensive and integrated system for the collection, secure storage, efficient access and analysis of the necessary data in compliance with the Commission's Information Security Policy and procedures.
- A comprehensive and secure system for the dissemination, analysis and interpretation of the data necessary for the Commission's work.

### **Performance Indicators**

- The level of the CCMs' satisfaction with the range, quality, accessibility and analysis of data being compiled by the Secretariat.
- The level of the CCMs' satisfaction with the dissemination of data compiled by the Secretariat.
- The degree to which the system for the collection and storage of the necessary data is consistent with known best practice and in compliance with the Commission's Information Security Policy and procedures.
- The accessibility of data by the Commission, and its utility, to support the Commission's work.

### **Measures**

- The results of satisfaction surveys of CCMs.
- The results of periodic assessments of data storage and collection protocols and practices against best practice standards.

### **Activities**

- Establishment of systems and procedures for the collection, storage and dissemination of data identified as necessary by the Commission.
- The development of an appropriate information, telecommunications, and technological operational framework that facilitates the capture, storage, access and analysis of the Commission's data resources consistent with information management and security best practice.
- The establishment and maintenance of arrangements with other organisations to enable the Commission to have access to necessary data held in non-Commission databases.

### **Programme 3**

*Preparing administrative and other reports for the Commission and its subsidiary bodies.*

**Objective:** Effective technical and administrative support to the Commission and its subsidiary bodies.

#### **Outcomes**

- A well informed and well briefed Commission, together with well informed and well briefed subsidiary bodies.
- Accurate, timely and appropriately concise meeting records.
- A well informed public and stakeholders.

#### **Outputs**

- Timely, accurate, high quality, material, well formatted technical and administrative papers and reports for the regular meetings of the Commission and its subsidiary bodies that properly address the meetings' agenda items.
- Timely, accurate, high quality, material, well formatted records of the regular meetings of the Commission and its subsidiary bodies.

#### **Performance Indicators**

- Reports and meeting documents are available to CCMs in line with the required time frames and accurately reflect decisions of the Commission and meeting results.
- The level of CCMs satisfaction with the utility of reports and meeting documents provided.
- The level of CCMs satisfaction with the number of reports and meeting documents, their volume, quality and formats.
- The degree to which the range of reports and meeting documents provided complies with Commission directives and regulations as well as applicable international standards.
- Accessibility of reports including through the website and email.

#### **Measures**

- Availability, accuracy and quality of meeting documents.
- Record of reports distribution times.
- The results of satisfaction surveys of CCMs.
- Audit of documents produced against Commission requirements and applicable international standards.

#### **Activities**

- Development and management of a progressively refined schedule of reports and meeting documents required by the Commission and its subsidiary bodies.
- Establishment of mechanisms to obtain and synthesise systematic feedback and appraisals from CCMs in regard to reports and meeting documents.
- Enhancement of website access to reports/meeting documents and the operation of the *sharepoint* facility at meetings.
- Establishment of an integrated and consistent system for the recording of meeting proceedings, finalisation of agreed records and distribution of proceedings in electronic and hardcopy versions.
- Develop a "restricted CCMs only" area within the WCPFC web-site.

## **Programme 4**

*Administering agreed arrangements for monitoring, control and surveillance and the provision of scientific advice;*

**Objective:** Professional administrative and technical support for arrangements for monitoring, control and surveillance in relation to the implementation of Conservation and Management Measures and scientific advice agreed by the Commission or under consideration by the Commission.

### **Outcomes**

- Professional technical and administrative support available to support implementation of the Commission's agreed MCS Scheme.
- The agreed arrangements for monitoring, control and surveillance are administered in accordance with the decisions of the Commission.
- The agreed arrangements for the provision of scientific advice are administered in accordance with the decisions of the Commission.

### **Outputs**

- Conservation and Management Measures agreed by the Commission and the consequent obligations are recorded, disseminated, monitored and systematically reported on.
- An integrated MCS scheme that meets the Commission's requirements.
- A Commission science structure and function that meets the Commission's requirements.
- The provision of cost effective high level support to the Scientific Committee and other sources of advice as directed by the Commission to enable the highest quality scientific advice to be available to the Commission.

### **Performance Indicators**

- The extent to which a complete set of agreed Measures is available on the Commission's website and has been provided in a timely manner in hardcopy compendium form and in Word format to all CCMs and other RFMOs.
- The extent to which the Secretariat's role and functions in respect of the Commission's integrated MCS scheme is in line with Commission expectations.
- The level of satisfaction by the Commission of the Commission's science structure and function.
- The Commission's assessment of the qualitative standard of the scientific advice provided.
- The Commission's assessment of the utility of the scientific advice provided.

### **Measures**

- Audit of agreed measures against what has been disseminated.
- The level of CCMs and industry satisfaction with the progress, functionality and utility of the Secretariat's support to the Commission's integrated MCS scheme.
- The level of CCMs satisfaction with the science structure and function.

- The level of CCMs satisfaction with the scientific advice provided.

### **Activities**

- Establish a database of Conservation and Management Measures agreed by the Commission and a complementary database of the related obligations with appropriate internet and hardcopy access for CCMs.
- Disseminate details of the agreed Measures and related obligations to CCMs and RFMOs.
- Facilitate CCMs' implementation of a monitoring and reporting regime for the agreed measures.
- Develop, implement and manage the agreed Secretariat's support function to the Commission's integrated MCS scheme.
- Maintain and manage an MOU with SPC for the provision of science services. *(Subject to the outcomes of the proposed independent review adopted by the Commission).*
- Facilitate the provision of scientific advice to CCMs from the Scientific Committee and other sources of advice as directed by the Commission, as required.
- Undertake an independent review of the science structure and functions. Implementation of the Commission's decisions following the review.

### **Programme 5**

*Publishing the decisions of and promoting the activities of the Commission and its subsidiary bodies;*

**Objective:** To raise awareness to a high level and to promote a good understanding of the activities of the Commission and its subsidiary bodies.

### **Outcomes**

- A current full set of decisions by the Commission and its subsidiary bodies, available in a range of media and appropriately accessible.
- A good appreciation by stakeholders of the purpose of the Commission, the issues and challenges it needs to address and its programme of activities.

### **Outputs**

- A compendium of decisions, with explanatory commentary where useful, in electronic and hardcopy forms, all suitably accessible.
- A program of information and education targeted at key stakeholders as identified by CCMs including fishing entities that may be involved in fishing or fishing related activities, the media, industry, relevant NGOs, selected fisheries research and management organisations and other RFMOs.

### **Performance Indicators**

- The number and proportion of Commission and subsidiary bodies' decisions not readily available in suitably accessible electronic and hardcopy forms.
- The level of awareness of the Commission and its objectives, its subsidiary bodies and of its activities among CCMs, the fishing industry, fisheries management and research organisations, other RFMOs, NGOs and other interested States and intergovernmental organisations.

### **Measures**

- Audit of Commission decisions against what has been disseminated.

- The level of response and recognition evident in CCMs and from decision makers, the fishing industry, fisheries management and research organisations, other RFMOs and NGOs
- Japanese Trust Fund Steering Committee reports.

#### **Activities**

- Establishment of a systematic process for the authoritative recording, collating and dissemination of decisions by the Commission and its subsidiary bodies that is searchable in electronic and hardcopy form as decisions are taken.
- Publication and maintenance of an updated electronic compendium of Commission decisions with regular publication in hard copy.
- Development and implementation, in conjunction with CCMs, of information and public awareness program and related policies and practices to maximize opportunities to promote awareness and support for the Commission's activities.

### **Programme 6**

*Treasury, personnel and other administrative functions.*

**Objective:** Treasury, personnel and administrative function provide timely and effective support to the Commission.

#### **Outcomes**

- Efficient and compliant funds management and accounting systems through QuickBooks Enterprise.
- Efficient and compliant personnel policies and procedures.
- Efficient and compliant assets<sup>4</sup> management and administrative support services.
- An information, communications and technology environment effectively servicing the Commission's requirements in a cost effective manner.

#### **Outputs**

- A compliant set of financial reports to the Commission.
- Sound asset, financial and human resource management policies and practices.
- Sound financial and administrative advice and support to the Executive Director and Secretariat staff.
- Compliant annual and forecast years' budgets.
- A cost effective and innovative information, communications and technology capability.
- Japanese Trust Fund Projects.

#### **Performance Indicators**

- Reports by the external auditor.
- The level of satisfaction of the Finance and Administration Committee with financial and administrative reports.

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<sup>4</sup> "Assets" in this context includes financial, human, equipment, vehicles, and real property assets.

- The level of utility provided to the Finance and Administration Committee by budget and administrative documents.
- The extent to which human resource management policies and practices are consistent with the CROP harmonised conditions of service and comparable international best practice.
- Feedback from the Executive Director and Secretariat staff about existing administrative policies and practices.
- Functional reports and feedback about the operation of the information, communications and technology systems.
- The number and level of success of projects funded by the Japanese Trust Fund and the Special Requirements Fund.

### **Measures**

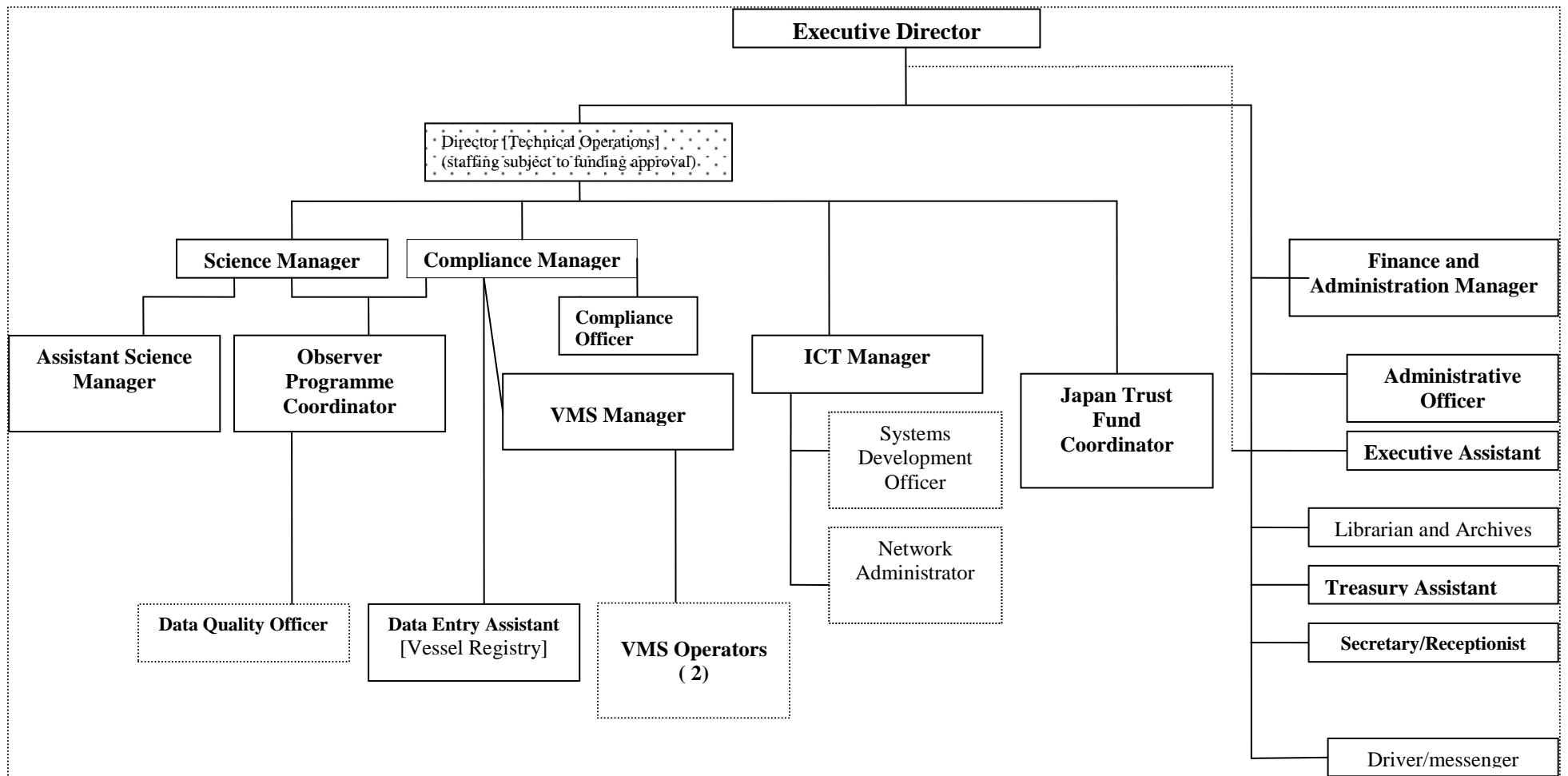
- External audit reports
- Level of satisfaction/dissatisfaction expressed by the Standing Committee on Finance and Administration with financial and administrative reports and practices.
- Feedback from the Executive Director and Secretariat staff.

### **Activities**

- Implementation and management of the ICT facilities.
- Implementation and management of financial accounting systems and human resource management systems.
- Implementation of an assets management system.
- Preparation and distribution of contribution letters and reminders.
- Implementation of a budget management system.
- Implementation of support services policies and procedures, including meetings' support and facilitation of travel arrangements.
- Cooperation with the external auditor.
- Japanese Trust Fund projects and fund coordination.

### STAFFING CHART

Position	Staffing Time Schedule			
	2008	2009	2010	2011
<b>Executive Director</b>				
<i>Director Technical Operations</i> (not established)				
<b>Science Manager</b>				
<b>Assistant Science Manager</b>				
<b>Compliance Manager</b>				
<b>Compliance Officer</b>				
<b>Regional Observer Programme Coordinator</b>				
<b>Data Quality Officer</b>				
<b>Data Entry Assistant</b>				
<b>VMS Manager</b>				
<b>VMS Operators #1 &amp; #2</b>				
<b>ICT Manager</b>				
<b>Systems Development Officer</b>				
<b>Network Administrator</b>				
<b>Japan Trust Fund Coordinator</b>				
<b>Finance and Administration Manager</b>				
<b>Executive Assistant</b>				
<b>Administrative Officer</b>				
<b>Librarian and Archives</b>				
<b>Treasury Assistant</b>				
<b>Secretary/Receptionist</b>				
<b>Driver/messenger</b>				



**ORGANISATIONAL CHART**

**Bold = staffed.**