



**COMMISSION
FOURTEENTH REGULAR SESSION**
Manila, Philippines
3 – 7 December 2017

STRATEGIC PLAN

**WCPFC14-2017-27
31 October 2017**

Paper by the WCPFC Secretariat

Purpose

1. The purpose of this paper is to seek guidance of the Commission on how to pursue further the development of a Strategic Plan for the Commission and its Secretariat.

Background

2. The Commission at its WCPFC13 meeting in 2016 considered a proposed draft Strategic Plan that was developed through a process that was agreed at the WCPFC12 meeting in 2015. A copy of that draft Strategic Plan is provided as *Attachment 1* for ease of reference.

3. At WCPFC12, the Commission considered a proposal by the Secretariat for a process to review the current planning framework and suggested a multi-tier planning framework that includes a long term, high level strategic plan; a shorter-term corporate (or business) plan; and the annual work programme. The process agreed and pursued included the engagement of independent consultants to facilitate the process which involved broad consultations with members and stakeholders; development of draft plans for consultative purposes; convening of a two-day workshop; and producing a final draft Strategic Plan for consideration at WCPFC13. The process was structured in response to the criticisms of the former strategic plan namely the lack of ownership by members and stakeholders; that it was Secretariat driven; and it lacked high level strategic guidance.

4. The proposal was approved by the Commission, except that the budget sought to develop the plan was \$69,500 was reduced to \$39,500 by the Commission. Working within the confines of the budget the consultations initially envisaged was severely curtailed and as a result the consultants necessarily resorted to skype and phone consultations and questionnaires instead of visiting headquarters and attending key meetings for face to face consultations with members and stakeholders.

5. The members of the Commission when they considered the proposed draft Strategic Plan at WCPFC13 welcomed the exercise to develop a plan but observed some difficulties with the proposed Strategic Plan. The difficulties observed included:

- a) the plan didn't include the difficult issues for the Commission and was not drafted in a way that suggested solutions to those problems;
- b) anything beyond the scope of the WCPFC Convention will not be supported;
- c) the process didn't cater for the SIDS interests;
- d) the draft plan did not provide a viable way forward due to major policy differences amongst members;
- e) FFA CCMs articulated their high priority strategic issues;
- f) the plan was missing some of the members issues of great concern; and
- g) the plan should be done by members not consultants.

6. At WCPFC13, the Commission ultimately noted the draft plan submitted 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.

Key issues for consideration

7. The observations and comments shared at WCPFC13 were not easy to reconcile in a refinement of the draft Strategic Plan. The mix of views did raise questions in the Secretariat's mind about whether there is an appetite amongst the membership to pursue the development of a strategic plan for the Commission and whether it is an issue worth investing time and resources in it in light of other pressing commitments.

8. Although there was no intersessional process launched in 2017 to progress the draft Strategic Plan, the Executive Director had some informal conversations on the issue of the utility for a strategic plan for the Commission and received some mixed observations. They include concerns that there are far more pressing priorities at the moment than considering a strategic plan; the WCPFC convention is sufficient to guide the work of the Commission and there was no obvious need for such a plan; seeking agreement on high level strategic priorities for the Commission is not feasible; and prioritizing priorities is a futile exercise because every member desires to have their priorities reflected which defeats the very rationale for a strategic planning exercise.

9. When the Secretariat initially presented the case to the Commission for a strategic plan the following points were emphasized:

- a) The WCPFC Convention remains the foundational document for the Commission and the strategic plan is not designed to renegotiate the Convention but must remain consistent with and subservient to the Convention;
- b) The strategic plan is a corporate planning document designed to assist:
 - organize better the affairs of the Commission and the Secretariat by setting clear time-bound achievable objectives;
 - allocate more efficiently and effectively Commission resources according to identified priorities; and
 - in leveraging the sourcing of external resources to support the work of the Commission;
- c) At the core of strategic planning is rationalizing and prioritizing priorities and being realistic that with finite resources not all priorities can be pursued and achieved at the same time. When a priority is not included in the plan it does not mean it ceases to be

a priority, it simply means that it is not as immediate as the others in term of the timeline for their implementation;

- d) The plan is a living document and is subject to ongoing review and updating to account for new developments and innovations; and
- e) The plan must be owned by members and stakeholders and therefore the process to develop the plan is as important as, if not more than, the substance of the plan.

10. Reflecting on the key points that underpinned the case for a strategic plan, and the views that members had expressed, the Secretariat had serious reservations about the utility of progressing the refinement of the draft Strategic Plan or initiating the development of a Corporate Plan, through a intersessional process with limited members participation. With other pressing priorities for the Commission that were pursued through intersessional processes throughout 2017 the Secretariat opted not to engage interested members in another intersessional process about progressing the strategic plan. More importantly, the Secretariat felt that clearer guidance may be required from the Commission on a more robust, inclusive and participatory process to pursue the further development of a strategic plan.

11. Before the discussions focus on the details and structure of a more robust process to develop the plan, it is suggested that the Commission must firstly have a frank and honest dialogue on whether the Commission needs a strategic plan and is there an appetite to pursue the development of such a plan.

12. If the Commission determines that under the current circumstances developing a plan is not a priority, then the Commission will simply continue to function and organize its affairs without such a plan.

13. However, if the Commission reaffirms its support for the development of a strategic plan then the Commission must consider a robust process to progress further the development of the strategic plan that respond to the criticisms levelled at the process agreed to develop the draft plan considered at WCPFC13 namely:

- a) it didn't cater for the interests of SIDS; and
- b) the plan must be done by members not consultants.

14. Taking into account the criticisms of the last process, a possible terms of reference for the new process to further develop the Strategic Plan may include the following:

- a) the Commission to select two member countries (Lead CCMs) one from the FFA CCMs and the other from the non-FFA CCMs to lead the process to further develop the strategic plan with support from the Secretariat;
- b) the Lead CCMs to undertake consultations with all CCMs and stakeholders, taking advantage of meetings attended by many CCMs;
- c) the Commission to agree on a 1 or 2 days intersessional meeting to progress the development of the strategic plan;
- d) The Lead CCMs to report back to WCPFC15; and
- e) The Commission to approve an appropriate budget to support the process to further develop the strategic plan.

Recommendation

15. The Commission is invited to consider the issues relating to progressing further the development of the Strategic Plan for the Commission and decide:

- a) on whether or not to support the further development of the Strategic Plan; and
- b) if the decision in a) above is in the affirmative, to decide on the process to support the further development of the Strategic Plan including possible term of reference in paragraph 14.



**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,



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Consensus Building Institute
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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 improve management systems to provide timely inputs and outputs.
3. Enhance Commission 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.