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**DRAFT WCPFC SECRETARIAT CORPORATE PLAN 2020 - 2023**

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**WCPFC16-2019-32**  
**12 November 2019**

**Paper by the WCPFC Secretariat**

**Purpose**

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.

**Background**

2. The strategic planning process within the Commission has been challenging. Despite the Commission’s agreement in December 2015 at WCPFC12 to review the WCPFC planning framework and to develop of a two tier planning framework including a longer-term Strategic Plan (10 - 15 years) and a shorter-term Corporate Plan (3 – 4 years), efforts to progress the development of those planning document were futile.

3. In December 2017 at WCPFC14, the Commission abandoned the proposal for a longer-term Strategic Plan and tasked the Secretariat to develop a Medium-Term Corporate Plan to guide the work of the Commission. A draft Medium-Term Corporate Plan was presented to WCPFC15 in December 2018 and the Commission directed the Secretariat to progress the further development of the draft Medium-Term Corporate Plan to guide the work of the Secretariat and to report back to WCPFC16.

4. Obviously, reaching agreement on a Strategic Plan and a Corporate Plan for the Commission as a whole has not been possible, possibly because of the widely differing interests and objectives of CCMs. Further, it would be too ambitious to attempt to forecast how the Commission would fare with respect to progress against such plans, given that progress is almost entirely dependent on the pace and extent to which agreement between CCMs are reached, as evidenced by progress in the implementation of the Workplan to develop harvest strategies.

5. In the absence of a broad based support for a Strategic Plan or Corporate Plan for the Commission, the emphasis has changed over time towards a Corporate Plan that focuses on the work of the Secretariat, to ensure that the work of the Secretariat is strategically organised and managed and that the Secretariat is properly and adequately resourced to support the work and priorities of the Commission. The Plan is to also increase the Secretariat’s transparency and accountability.

**The Plan Outline**

6. The intent of the Corporate Plan for the Secretariat is therefore to describe the mission, goals and objectives of the Secretariat, and to guide the activities necessary to achieve those

objectives over the duration of the Plan (2020 to 2023). The Plan is also intended to be a living document and will be refreshed as needed to account for new activities and emerging demands on the Secretariat.

7. The draft Plan was developed by the Secretariat with the assistance of consultants and is informed by the many discussions held during the Commission's strategic planning processes dating back to 2015. Unfortunately, time did not permit for broader consultation on the Corporate Plan but comments on the draft Plan at WCPFC16 will inform the finalisation of the Corporate Plan for the Secretariat.

8. The draft Corporate Plan for the Secretariat is designed to be concise and avoid being overly complex. While the plan could be extended to incorporate more detail, its primary aim is to provide high-level guidance to the Secretariat, on which to base its annual secretariat services.

9. The draft Plan also provides context to the operations of the Secretariat in the form of descriptions of the organisational structure of the Commission, its subsidiary bodies and the Secretariat and how they interact, relationships with other organisations, and resourcing.

10. The Corporate Plan prescribes a "mission" statement for the Secretariat which focuses on the Secretariat's primary role of providing secretariat services to enable the Commission to fulfil its key mandate to ensure, through effective management, the long-term conservation and sustainable use of highly migratory fish stocks in the western and central Pacific Ocean.

11. In support of the Secretariat's mission the Plan provides for five over-arching "goals" focused on the key functions of the Secretariat and the services it should provide to the Commission. These are:

- a) To provide efficient and effective administrative support to the WCPFC;
- b) To manage the provision of technical, scientific, and compliance information and advice to the WCPFC;
- c) To manage the collection and dissemination of data and information relevant to the work of the WCPFC;
- d) To support CCMs fulfil their obligations to the WCPFC; and
- e) To promote awareness of and publicise the work of the WCPFC.

12. Under each of the goals are two key "objectives", linked closely to the tasks and workplans of the Scientific Committee, Technical and Compliance Committee and the three key functional areas of the Secretariat (science, compliance and finance / administration).

13. Below the objectives are the "activities" and "indicators". The activities are the specific actions or tasks required to be undertaken by the Secretariat to ensure the achievement of the objectives and goals and ultimately the fulfilment of the Secretariat's mission. The indicators are provided to guide the assessment of the Secretariat's performance in implementing the activities and delivering on the objectives and goals of the Secretariat.

14. Finally, there are provisions in the draft Corporate Plan on "reporting" and "review". The Executive Director will report on the implementation of the Corporate Plan through the Annual Report required by rule 13 of the Rules of Procedure of the Commission. The Plan is expected to be updated annually to reflect the new and emerging priorities of the Commission and other demands on the Secretariat.

## **Recommendation**

15. The Commission is invited to review the attached draft Medium-Term Corporate Plan for the Secretariat and provide feedback to the Secretariat to enable the finalisation of the Plan.

DRAFT WCPFC Secretariat Corporate Plan 2020-2023

**Outline of the Plan**

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## Introduction

The purpose of this Corporate Plan (the Plan) is to describe the support services that the Secretariat provides to the Western and Central Pacific Fisheries Commission (WCPFC) and its members, cooperating non-members and participating territories (CCMs) and other stakeholders. The Plan will facilitate the work of the Commission by clarifying the role of the Secretariat, outlining Members' expectations of the Secretariat and its performance, and identifying priority work areas for the Secretariat over the period of this Plan. The Plan is intended to be a living document and will be refreshed as needed to account for new activities and emerging demands on the Secretariat.

The WCPFC was established by the Convention for the Conservation and Management of Highly Migratory Fish Stocks in the Western and Central Pacific Ocean (WCPF Convention) which entered into force on 19 June 2004. The WCPF Convention draws on the provisions of the UN Law of the Sea Convention and the UN Fish Stocks Agreement, while reflecting the special political, socio-economic, geographical and environmental characteristics of the western and central Pacific Ocean region.

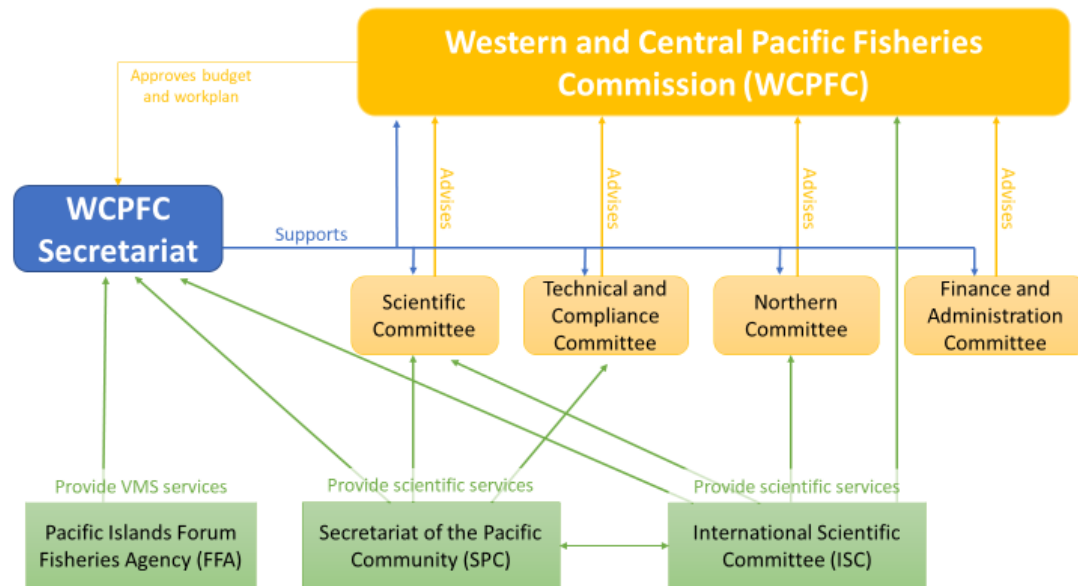
The work of the Commission is supported by four subsidiary bodies created under the WCPF Convention; the Scientific Committee (SC), the Technical and Compliance Committee (TCC), the Northern Committee (NC) and the Finance and Administration Committee (FAC). The subsidiary bodies each meet once a year before the annual session of the Commission.

The Commission also established a Secretariat to support the work of the Commission. Article 15(4) of the WCPF Convention defines the role of the Secretariat to 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 this 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.

The Commission and the work of its Secretariat is currently supported using the technical services of other existing regional institutions, namely the Pacific Community (SPC), Pacific Islands Forum Fisheries Agency (FFA) and the International Scientific Committee for Tuna and Tuna-like species in the North Pacific Ocean (ISC).

A diagram that illustrates the relationship between the Commission, its subsidiary bodies, its Secretariat and three other regional institutions is provided below:



### Mission

To provide efficient and effective secretariat services to enable the WCPFC to fulfil its key mandate to ensure, through effective management, the long-term conservation and sustainable use of highly migratory fish stocks in the western and central Pacific Ocean.

## Goals and Objectives

<b>Goals</b>				
Goal 1: To provide efficient and effective administrative support to the WCPFC	Goal 2: To manage the provision of technical, scientific and compliance information and advice to the WCPFC	Goal 3: To manage the collection and dissemination of data and information relevant to the work of the WCPFC	Goal 4: To support CCMs fulfil their obligations to the WCPFC	Goal 5: To promote awareness of and publicise the work of the WCPFC
<b>Objectives</b>				
1.1 Provide secretariat services to the WCPFC and its meetings using internationally recognised standards and best practices	2.1 Efficiently administer the WCPFC's MCS and Compliance programme and activities	3.1 Collect and disseminate relevant data and information to facilitate the work of the WCPFC and its CCMs in accordance with applicable rules	4.1 Efficiently administer available WCPFC resources to support CCMs to fulfil their WCPFC obligations	5.1 Effectively raise awareness of the WCPFC and its initiatives
1.2 Ensure an effective, open, harmonious and inclusive Secretariat	2.2 Efficiently administer the WCPFC's Science programme and activities	3.2 Acquire and maintain reliable, cost-effective and secure IT systems and infrastructure to ensure the integrity of and access to WCPFC data and information	4.2 Provide and facilitate the provision of technical support and assistance to CCMs to assist them to fulfil their WCPFC obligations	5.2 Maintain a robust website and other electronic publications to disseminate widely the work of the WCPFC and Secretariat

## Activities and Indicators

To deliver upon the Goals and Objectives of the Secretariat, the following Activities will be implemented. The performance of the Secretariat in pursuing its Goals and Objectives in this Plan will be monitored using the Indicators described below.

<b>Goal 1: To provide efficient and effective administrative support to the WCPFC</b>	
<b>Objective 1.1</b> Provide secretariat services to the WCPFC and its meetings using internationally recognised standards and best practices	
<b>Activities</b>	<b>Indicators</b>
1.1.1 Develop a budget for the Commission. 1.1.2 Facilitate and support the implementation of Commission decisions and tasks for the Secretariat. 1.1.3 Organise all the meetings of the Commission and its subsidiary bodies. 1.1.4 Efficiently and effectively manage the funds and assets of the Commission. 1.1.5 Prepare annual reports on the activities of the Commission and the Secretariat. 1.1.6 Facilitate external audits of the financial records of the Commission. 1.1.7 Manage official communications and circulars from and to CCMs and stakeholders. 1.1.8 Maintain lists of official contacts for CCMs and stakeholders.	<ul style="list-style-type: none"> <li>▪ Annual budget</li> <li>▪ ED Annual Report</li> <li>▪ Meeting Reports</li> <li>▪ Asset Register</li> <li>▪ Annual audit report</li> <li>▪ Circulars</li> <li>▪ Lists of official contacts</li> </ul>
<b>Objective 1.2</b> Ensure an effective, open, harmonious and inclusive Secretariat	
<b>Activities</b>	<b>Indicators</b>
1.2.1 Prepare and implement Secretariat work plans in support of Commission activities. 1.2.2 Implement performance monitoring and evaluation of Secretariat staff and activities. 1.2.3 Implement the Human Resources Management and Development Strategy to ensure the attraction and retention of high-performing employees. 1.2.4 Address health and safety issues. 1.2.5 Ensure continued staff development and training, in particular, locally recruited staff.	<ul style="list-style-type: none"> <li>▪ Work plans</li> <li>▪ Performance evaluations of all staff</li> <li>▪ Triennial salary reviews</li> <li>▪ Human Resources Management and Development Strategy</li> <li>▪ Headquarters report to FAC</li> </ul>
<b>Goal 2: To manage the provision of technical, scientific and compliance information and advice to the WCPFC</b>	
<b>Objective 2.1</b> Efficiently administer the WCPFC's MCS and Compliance programme and activities	
<b>Activities</b>	<b>Indicators</b>
2.1.1 Serve as the Secretariat to the TCC and its Working Groups, including providing support to the annual compliance monitoring scheme processes and discussion of MCS and Compliance related matters.	<ul style="list-style-type: none"> <li>▪ Meeting reports, lists of papers for TCC</li> <li>▪ Discussion of TCC Report at Commission meeting</li> </ul>

<p>2.1.2 Administer the technical operation of the Commission's agreed arrangements for monitoring, control and surveillance which include <i>inter alia</i> the Commission's Record of Fishing Vessels, Vessel Monitoring System, Regional Observer Programme, IUU Vessel List, High Seas Boarding and Inspection Scheme, Monitoring of high seas transshipment activities and administration of data access rules and procedures.</p> <p>2.1.3 Prepare a draft Compliance Monitoring Report concerning each CCM and collective obligations for review by the TCC, that incorporates information submitted by CCMs and records the final compliance assessments adopted by the Commission each year.</p> <p>2.1.4 Prepare and maintain online annual reporting and compliance monitoring reporting systems for use by CCMs to fulfil Commission reporting requirements.</p> <p>2.1.5 Maintain the WCPFC online compliance case file system as a secure, searchable system to store, manage and make available information to assist relevant CCMs with tracking alleged violations by vessels, and as decided by the Commission.</p> <p>2.1.6 Compile, analyse and disseminate MCS related data and information on CCMs compliance and fisheries management programs, and convey that advice to CCMs.</p> <p>2.1.7 Research new and emerging technologies and procedures that will enhance the Commission's MCS efforts and CCMs annual reporting to the Commission.</p> <p>2.1.8 Implement other approved TCC-related activities including provision of technical advice.</p>	<ul style="list-style-type: none"> <li>▪ Annual reports to TCC on the WCPFC MCS tools</li> <li>▪ Draft Compliance Monitoring Report</li> <li>▪ Summary tables of flag CCM responses to alleged infringements notified in the online compliance case files system</li> <li>▪ EDs report to the TCC</li> <li>▪ ROP audits completed</li> </ul>
<p><b>Objective 2.2</b> Efficiently administer the WCPFC's Science programme and activities</p>	
<p><b>Activities</b></p>	<p><b>Indicators</b></p>
<p>2.2.1 Serve as the Secretariat to the Scientific Committee and its Working Groups.</p> <p>2.2.2 Facilitate and assist the Scientific Committee in the provision of its report and discussion at the Commission on the best available scientific information and advice on the conservation and management of the stocks.</p> <p>2.2.3 Assist with the development and submission to the Commission of workplan and budget for the Science Programme.</p> <p>2.2.4 Administer and monitor the approved science programmes and activities.</p> <p>2.2.5 Facilitate the provision of support to the implementation of the Harvest Strategy Work Plan.</p> <p>2.2.6 Manage relations with the Scientific Services Provider and other scientific experts.</p>	<ul style="list-style-type: none"> <li>▪ Meeting reports, lists of papers for SC</li> <li>▪ Discussion of SC Report at Commission meeting</li> <li>▪ MOU with SPC-OFP</li> <li>▪ Work plan and budget</li> <li>▪ Contracts completed</li> <li>▪ Harvest Strategy Workplan</li> </ul>



<b>Goal 3:</b> To manage the collection and dissemination of data and information relevant to the work of the WCPFC	
<b>Objective 3.1</b> Collect and disseminate relevant data and information to facilitate the work of the WCPFC and its CCMs in accordance with applicable rules	
<b>Activities</b>	<b>Indicators</b>
<p>3.1.1 Collect data and maintain databases for resource assessments and other information needs to support the work of the Commission.</p> <p>3.1.2 Develop and manage IT tools and solutions to enhance access to data and information.</p> <p>3.1.3 Facilitate consideration by the Commission of emerging and more efficient and cost-effective technologies in data collection and analysis that meet the Commission needs.</p> <p>3.1.4 Administer the collection of quality data from contractors and CCMs as may be required.</p> <p>3.1.5 Administer the collection of compliance, stock assessment and other data from, and dissemination of such data upon request to, national programmes, scientists, compliance managers, other collaborating agencies and industry bodies.</p> <p>3.1.6 Administer the Commission's Rules and Procedures for the Protection, Access to, and Dissemination of Data.</p>	<ul style="list-style-type: none"> <li>▪ Databases</li> <li>▪ Roster (register) of data requests</li> <li>▪ Report to TCC on the administration of data rules</li> <li>▪ Report to TCC on the performance of the E-reporting standards</li> <li>▪ MOUs on data exchange and sharing</li> </ul>
<b>Objective 3.2</b> Acquire and maintain reliable, cost-effective and secure IT systems and infrastructure to ensure the integrity of and access to WCPFC data and information	
<b>Activities</b>	<b>Indicators</b>
<p>3.2.1 Develop and manage the Commission's information management systems, online compliance reporting tools and electronic reporting systems.</p> <p>3.2.2 Research new and emerging technologies and procedures to enhance the Commission's capacity in the dissemination and conveyance of data and information.</p> <p>3.2.3 Plan for, design, develop and manage the ICT requirements of the Secretariat.</p> <p>3.2.4 Provide ICT support to Commission meetings.</p> <p>3.2.5 Implement the Commission's Information Security Policy (ISP) and cyber security program in accordance with internationally recognized standards and best practices.</p>	<ul style="list-style-type: none"> <li>▪ IT audits</li> <li>▪ ED Report to TCC</li> <li>▪ An updated ISP</li> </ul>

<b>Goal 4:</b> To support CCMs to fulfil their obligations to the WCPFC	
<b>Objective 4.1</b> Efficiently administer available WCPFC resources to support CCMs to fulfil their WCPFC obligations	
<b>Activities</b>	<b>Indicators</b>
<p>4.1.1 Coordinate CCMs and other stakeholders' participation in meetings of the Commission.</p> <p>4.1.2 Administer sustainable financing mechanism under article 30(3) of the WCPFC Convention.</p>	<ul style="list-style-type: none"> <li>▪ Member attendance at Commission meetings</li> <li>▪ An updated Strategic Investment Plan (SRF)</li> </ul>

4.1.3	Administer Commission's resources designated to build the technical capacity of CCMs.	<ul style="list-style-type: none"> <li>▪ FAC Report on voluntary contributions</li> </ul>
<b>Objective 4.2</b>		
Provide and facilitate the provision of technical support and assistance to CCMs to assist them to fulfil their WCPFC obligations		
<b>Activities</b>		<b>Indicators</b>
4.2.1	Provide technical assistance to CCMs on MCS and annual reporting requirements as requested.	<ul style="list-style-type: none"> <li>▪ Direct assistance to CCMs</li> <li>▪ Training undertaken</li> <li>▪ Strategic Invest Plan</li> </ul>
4.2.2	Support efforts, including training, to build national technical capacity to enable CCMs to fulfil their obligations to the Commission.	
4.2.3	Manage the Strategic Investment Plan and Article 30 webpage on the Commission website.	

<b>Goal 5: To promote awareness of and publicise the work of the WCPFC</b>		
<b>Objective 5.1</b>		
Effectively raise awareness of the WCPFC and its initiatives		
<b>Activities</b>		<b>Indicators</b>
5.1.1	Implement a communication strategy to promote awareness of the work of the Commission.	<ul style="list-style-type: none"> <li>▪ Communication strategy</li> <li>▪ ED Annual Report (representation at meetings and collaboration with other organisations)</li> <li>▪ Roster of visitors to Commission head office</li> <li>▪ Official circulars</li> <li>▪ Community outreach activities</li> </ul>
5.1.2	Represent the Commission at regional and international meetings and other forums.	
5.1.3	Maintain close collaborations with international and regional organisations and RFMOs in particular the tuna-RFMOs and those with management mandate within the Pacific Ocean.	
5.1.4	Maintain regular communications with CCMs and stakeholders through official circulars and regular country visits.	
5.1.5	Entertain regular visits by CCMs and stakeholders to the Commission head office.	
5.1.6	Maintain a community outreach programme.	
<b>Objective 5.2</b>		
Maintain a robust website and other electronic publications to disseminate widely the work of the WCPFC and Secretariat		
<b>Activities</b>		<b>Indicators</b>
5.2.1	Maintenance of a modern and accessible website for the Commission containing relevant and updated information on the work of the Commission	<ul style="list-style-type: none"> <li>▪ Modern and updated website</li> <li>▪ E-newsletters</li> </ul>
5.2.2	Publication of the Secretariat's quarterly electronic newsletter	

## Organisational Structure

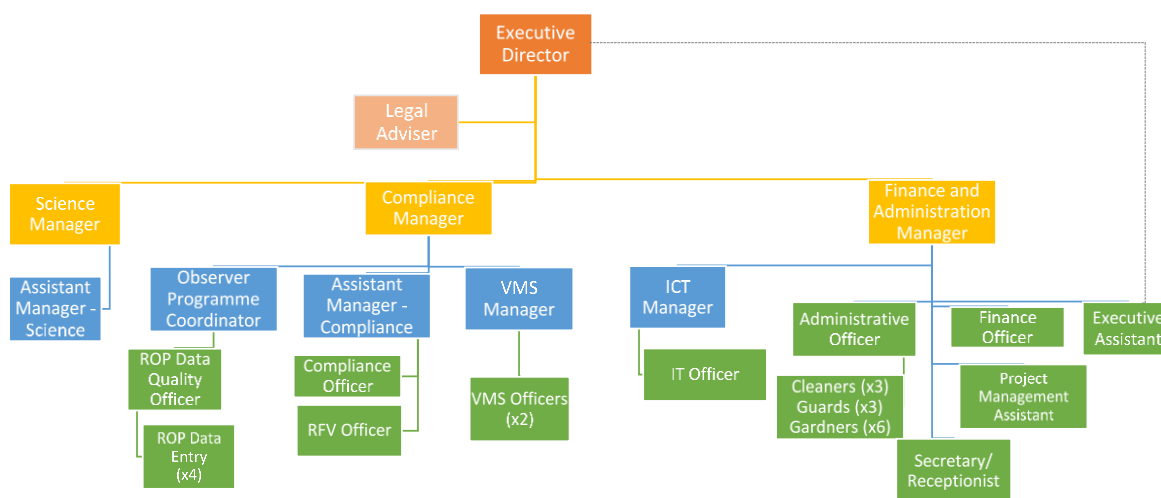
The work of the Secretariat is primarily delivered through three core functions: the Science Programme, Compliance and MCS Programme and Finance and Administration. The Secretariat also supports the work of the Northern Committee in consultation with its Member countries. These functions are overseen by the Executive Director and supported by ICT services of the Secretariat.

The Science Programme, headed by the Science Manager, provides a support role to the work of the Scientific Committee. It facilitates the provision to the Commission of the best scientific advice and information on the status of the highly migratory fish stocks and necessary management advice and implications. The Science Programme also provides advice on mitigation measure for bycatch of non-target, associated or dependent species. The Science Programme engage the services of the Oceanic Fisheries Programme of the Pacific Community (SPC-OFP) as the Scientific Services Provider and Data Manager for the Commission. It also utilizes the services of the the International Scientific Committee for Tuna and Tuna-like Species in the North Pacific Ocean (ISC) to support the work of the Northern Committee concerning the management of northern stocks. The Science Programme also engages periodic peer reviews of stock assessments provided to the Commission by scientific experts.

The Compliance and MCS Programme, headed by the Compliance Manager, provides a support role to the work of the Technical and Compliance Committee, including the annual compliance monitoring scheme processes. The Programme also administers the technical operation of Commission agreed arrangements for monitoring, control and surveillance which include *inter alia* the Commissions Record of Fishing Vessels, Vessel Monitoring System, Regional Observer Programme, IUU Vessel List, High Seas Boarding and Inspection Scheme, monitoring of high seas transshipment activities and administration of data access rules and procedures.

The Finance and Administration Programme, headed by the Finance and Administration Manager, provides a support role to the work of the Finance and Administration Committee usually convened in conjunction with the annual meeting of the Commission. The Programme supports the other two technical programmes by ensuring that necessary financial resources and administrative and institutional arrangements to support the operation of those programmes are in order and adequate. It is also responsible for administering the Commission's budget, contracts, human resources, meeting logistics, information technology and facilities management.

The Secretariat has a current staffing of 34 staff (9 professional staff and 25 support staff), plus a Legal Adviser engaged on a retainer basis. They function under the organisational structure below:



### Relationships with other organisations

The WCPFC is one of several global organisations known as a regional fisheries management organisation (RFMO). As a member of the global RFMO family, the WCPFC has concluded a number of Memoranda of Understanding (MOU) with related fisheries organisations to help foster a close relationship between WCPFC and these organisations, and to facilitate communication on matters of common interest.

The Secretariat also works closely with other regional organisations to support the work of the Commission in particular the SPC and the FFA. The SPC's Oceanic Fisheries Programme serves as the Commission's Scientific Services Provider and Data Manager. This relationship ensures that there is no duplication of efforts in the area of collection and processing of scientific data on fishing activities in the region. The FFA on the other hand provides VMS services to the WCPFC.

The Commission, and the Secretariat, also cooperate with the United Nations Food and Agriculture Organisation and other related UN agencies, and works closely with partner agencies to fund activities that support the Commission's objectives.

### Resourcing

The activities of the Secretariat are defined in an annual budget and 2-year forecast indicative budget that is submitted to the Commission for approval each year. These activities, and those of the Commission more broadly, are financed through annual contributions from member countries which are based on a formula that accounts for a base fee, national wealth and fish production in the Convention Area. Voluntary contributions and other funds can also be received by the Commission to fund the work of the Commission.

A rolling three-year work plan is established by the Technical and Compliance Committee and reviewed annually to prioritise the work of the Technical and Compliance Committee. Similarly, the Scientific Committee maintains a rolling research plan that is reviewed annually to prioritise expenditure of the available budget for scientific activities in support of the Commission. The Commission also has a Harvest Strategy Work Plan that guides the work of the SC and the Commission. The annual budget for the WCPFC, including the Secretariat, is agreed at the annual Commission session.

### Reporting

The Executive Director will report, through his annual report to the Commission, on the Secretariat's implementation of the Plan using the Activities and Indicators as the basis for assessing achievement of the Goals and Objectives of the Secretariat.

### Review

This plan will be reviewed by the Secretariat annually and updated as appropriate to reflect approved changes in the SC and TCC work plans and priorities of the Commission, and any other demands on the Secretariat.