

Pacific Islands  
Forum Fisheries Agency

# 2010 Annual Report



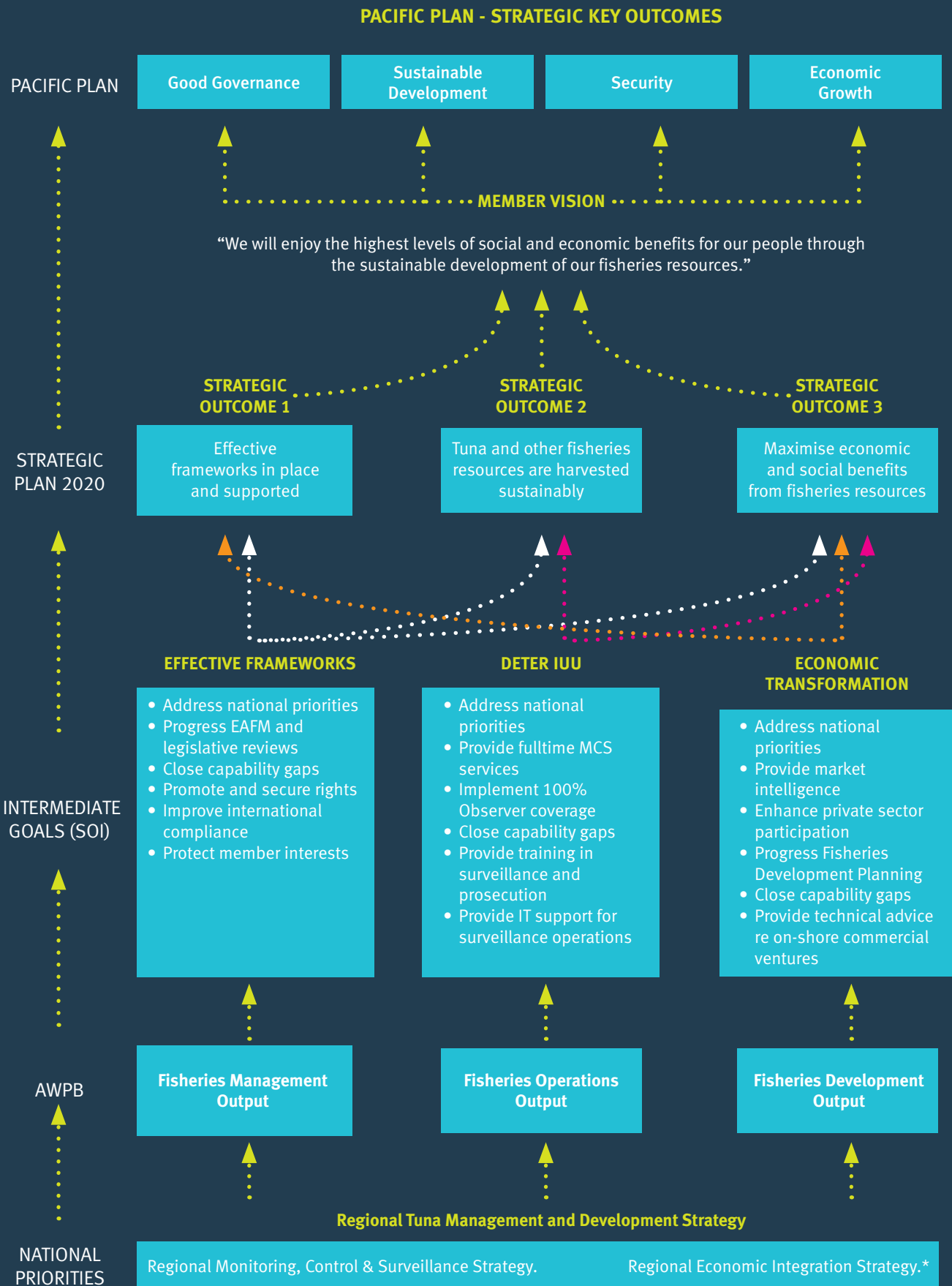
Pacific Ocean



FFA



Figure 1 | From National Focus to Regional Outcomes



\* Regional Economic Integration in Pacific Island Tuna Fisheries Strategy



Photo by Masa Ushioda - SEAPICS



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# 2010 Annual Report



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# Glossary of Terms

**Outcomes:** What we are striving to achieve for our member countries in the long-term.

**Impact:** The results of our activities on member countries. Addresses the question of “what difference are we making? Impact made up of several levels

- (1) near term results, immediate impact of our services (within 12 months of delivery)
- (2) intermediate results are medium term changes in member countries’ situation, two to three years in future as a consequence of our services

**Results:** What FFA is trying to achieve for its members in the short to medium term.

- They describe intended impacts of our services to the communities, the environment and economies.
- End points to be aimed for, rather than individual activities or strategies,
- Will be influenced by a broad range of factors, many of which are beyond our control

## Intermediate Results

- What we need to achieve in the shorter term in order to contribute to our high level results in the longer term.
- Concrete objectives that FFA can aim towards in the short to medium term (eg the next 12 months to three years)
- We have more influence over these intermediate (even more so for immediate results, immediate impact of our work in the first year, ) than the high level outcomes we’re aiming for

## Result Indicators

- *Indicates a change* in the community, environment or economy,
- *Reflect* the effectiveness of our services in contributing to results
- Help determine whether anyone is “better off” as a result of services being provided
- Will be influenced by more than one organization,

**Outputs:** The means that FFA uses to create impact, i.e. our services. Outputs are also final services provided to external stakeholders eg members. Our outputs include the - “High Level Advice” consisting of management advisory services to members as well as the technical core activities undertaken by the core Divisions of Fisheries Management, Fisheries Development and Fisheries Operations. Corporate Services activity costs are Overheads – that is, internal supporting services to the Core Divisions.

**Sub-outputs:** Activities undertaken by Divisions i.e. activities or sub-programs under the 2 main Programs of Fisheries Management and Fish Development. These were previously known as Sub-programs.

**Effective Performance Measurement- Monitoring & Evaluation system**

- Of outputs to impact or results – “effectiveness measures” eg “Results Indicators”
- Of inputs into outputs – “efficiency measures” eg “Service, Output or Performance Measures or Indicators”
- Of resources to inputs – “economy measures”

**Service, Output or Performance Measures:** Look at how efficiently we deliver our services or output as well as the quality and timeliness of the service delivery.

**Managing for Results & Accountability:** The Secretariat will not be held wholly accountable to the high level result indicators, but will be accountable for managing for its results and for demonstrating that it is making a valuable contribution to the community.

- Secretariat needs to deliver a mix of services which are reasonably likely to have a positive impact on results (other things being unchanged)
- By tracking indicators over time frequently, evaluating assumptions, it will be able to monitor its impact and make service delivery changes where appropriate

# Acronyms

3IA	Third Implementing Arrangement of the Parties to the Nauru Agreement	REI	Regional Economic Integration of Pacific Tuna Fisheries Strategy,
AWPB	Annual Work Program and Budget document. Second part of the “Statement of Intent” which contains funding proposal for first fiscal year. For this year, is presented as a separate agenda document.	RMCSS	Regional Monitoring, Control and Surveillance Strategy
CDR	Corporate Data Resource	SC	Scientific Committee (of the WCPFC)
CITES	Convention in the Trade of Endangered Species	SPC	Secretariat of the Pacific Community.
CROP	Council of Regional Organisations in the Pacific	SPRFMO	South Pacific Regional Fisheries Management Organisation
CMM	Conservation and Management Measure	SPC/OFPP	Secretariat of the Pacific Community’s Offshore Fisheries Programme
CSLA	Country Service Level Agreement	SOI	Statement of Intent
DevFish	EU funded project implemented by FFA	TCC	Technical and Compliance Committee (of the WCPFC)
EAFM	Ecosystem Approach to Fisheries Management. A Fisheries Management sub-output.	UNCLOS	United Nations Convention on Law of the Sea
EDF 10	Tenth Round of the European Development Fund	UNFSA	United Nations Fish Stocks Agreement.
EEZ	Exclusive Economic Zone.	UST	United States Treaty – official name: “Multilateral Treaty on Fisheries between Governments of Certain Pacific States and the Government of the United States of America
EU	European Union.	USP	University of the South Pacific.
FADs	Fish Aggregating Devices	VSAT	(Very small Aperture Terminal) Satellite Receiver
FAO	Food and Agricultural Organisation (of the United Nations)	VDS	Vessel Day Scheme
FSMA	Federated States of Micronesia Arrangement.	VMS	Vessel Monitoring System
FFC	Forum Fisheries Committee	WCPFC	Western, Central Pacific Fisheries Commission
GDP	Gross Domestic Product	WCPO	Western and Central Pacific Ocean.
GEF	Global Environment Facility.	WTO	World Trade Organisation.
IUCN	International Union for the Conservation of Nature. (or The Conservation Union)	WWF	World Wide Fund for Nature
IUU	Illegal, Unreported and Unregulated fishing. A major contributor to tuna revenue loss in FFA member countries.		
MOU	Memorandum of Understanding		
MCS	Monitoring, Control and Surveillance. A Fisheries Operations sub-output.		
NGOs	Nongovernmental Organisations		
PACER	Pacific Agreement on Closer Economic Relations		
PA	Palau Arrangement		
PICTA	Pacific Island Countries Trade Agreement		
PIFS	Pacific Islands Forum Secretariat		
PPAC	Pacific Plan Action Committee.		
PNA	Parties to the Nauru Agreement.		
RFMO	Regional Fisheries Management Organisation		
ROP	Regional Observer Programme (of the WCPFC)		
RSL	Results Service Logic		
RTMADS	Regional Tuna Management and Development Strategy		

FFA has over the last 32 years invested significant amount of resources in developing and providing regional and subregional assistance to members.

In the last year our governing council added \$17.8million to this.

An important component of this is for the implementation of Regional Strategies for Tuna Management and Development to specifically address national priorities and needs of members.



## Foreword

Bold thinking with innovative and decisive action define a new vision of development to best reflect the 21st century realities.

In these economically austere times we are challenging ourselves here at the Forum Fisheries Agency Secretariat (FFA) to do more with less and to deliver sustainable results that would make a meaningful difference to the lives of the 32.7 million citizens of our member countries.

Particularly important is the assistance to many of the 8.3 million people in small island developing member states whose very livelihood and future prospects depend so much on the strategic management and viable development of their tuna resources.

FFA in association with our development partners (including our two biggest members—New Zealand and Australia) is doing this to assist our members pursue new ways to promote economic growth, embracing responsibility and accountability so they can over time have the capability to design and implement their own strategies to effectively achieve and sustain prosperity. FFA has over the last 32 years invested significant amount of resources in developing and providing regional and subregional assistance to members. In the last year our governing council added \$17.8million to this.

An important component of this is for the implementation of Regional Strategies for Tuna Management and Development to specifically address national priorities and needs of members.





## Message from the Director-General Su'a N. F. Tanielu

The Annual Report on the performance of the FFA Secretariat is an essential component of our accountability framework.

While the Secretariat's Statement of Intent (SOI) 2010/11 provides a forecast of intentions to be achieved over the medium term starting from the 2010/11 fiscal year, this Annual Report informs on actual performance results and impact of services achieved by the Secretariat during the period.

Fiscal year 2010/11 was not only a year of transition for the Secretariat; it was also a time for consolidation of work progressed thus far at the regional, subregional and international level.

Designing implementation of the recently approved Regional Tuna Management and Development Strategies (RTMADS) and its component strategies (Regional Monitoring Control and Surveillance – RMCSS and the Regional Economic Integration of Pacific Tuna—REI) require careful and considered attention to ensure the approach taken incentivises country ownership, good governance, transparency, targeted FFA operations and rigorous standards for monitoring and evaluating results. Through jointly designing and implementing Country Service Level Agreements with individual members, FFA hopes to build local capability, create a culture of self-sufficiency and sustainability and deliver the results in trade, conservation and management and economic transformation aspired to at the national level.

### Results are at the heart of what we at FFA do.

We have a responsibility to the people of our member countries and to those of our development partners to ensure that the \$17.8 million invested in FFA delivers tangible long-lasting results.

FFA work has contributed to; boosting revenues for members' economies, opening up trade of raw material and fisheries products to major global markets; high level of transparency, accountability

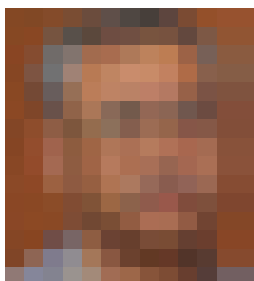
and governance in institutional processes and legal frameworks; successfully promoting ownership rights to fisheries resources; commitment at all levels within the FFA membership to establish effective regional, subregional and national fisheries management regimes growing a number of successful domestic fisheries enterprises; enhancing food security; creating job opportunities; recouping lost revenues from illegal, unlicensed and unreported fishing; assuring sustainable harvesting of tuna resources; using sustainable tuna fisheries to develop economic resilience against climate change; alleviate social and economic limitations to ultimately enable 8.3 million people in our member countries to move toward a life of greater economic and social opportunities.

To maintain and significantly expand the impact of our work to produce enduring results, FFA is focusing on forging creative partnerships with our traditional partners and non-traditional partners – the private sector and community groups. Enduring results require our members to establish effective frameworks to improve policy performance, international compliance and integrate gender equality into programs. By strengthening FFA's organisational effectiveness, we can better plan for, capture and communicate results, expand our partnerships and enhance our capability to better incorporate and promote policy reforms, gender integration, operational efficiencies and viability of our programs.

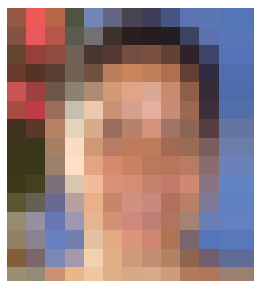
This integrated approach will continue to guide our work in the new fiscal year as we pursue implementation of the Regional Tuna Management and Development Strategies, RMCSS and REI to maximise performance results for our members.

FFA's role in producing these results contributes to moving all of us closer still to realising the vision of the Pacific Plan and achieving outcomes of the universal Millennium Development Goals.

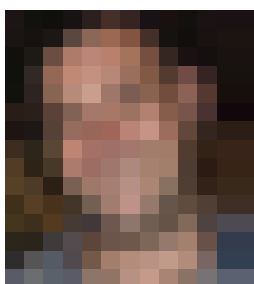
## Senior Management



**James Movick**  
Deputy Director- General  
(Federated States of Micronesia)



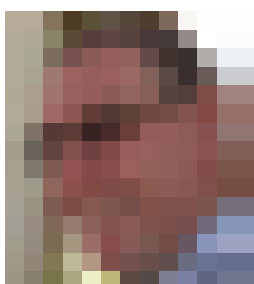
**Manu Tupou- Roosen (PhD)**  
Legal Counsel  
(Tonga)



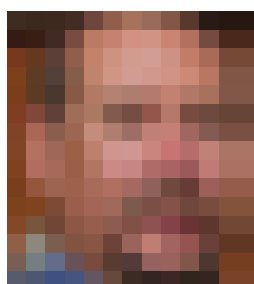
**Wez Norris**  
Director – Fisheries Management  
(Australia)



**David Rupokets**  
Director – Corporate Services  
(Papua New Guinea)



**Len Rodwell**  
Director – Fisheries Development  
(Australia)



**Mark Young**  
Director – Fisheries Operations  
(United States of America)

# Operating Environment

## Overview of prevailing conditions

Keeping abreast of issues to ensure relevance and efficacy of FFA interventions is a continuous and ongoing endeavour. While many situations are outside our control we do however aim to ensure that members are strategically positioned to minimise any adverse effects or alternatively take advantage of emerging conditions where feasible.

- Big Eye; The stock is not in an overfished state. There is currently overfishing.
- Skipjack (2008 assessment): The stock is not in an overfished state. There is currently no overfishing.
- Yellowfin: The stock is not in an overfished state. There is currently no overfishing.

## 1. Climate Change

Climate change will impact heavily on the Pacific Islands region. Catastrophic effects will include more intense and frequent cyclones and droughts, destruction of food crops, and damage to infrastructure. Some Pacific Islands, particularly those that are low-lying, will be especially impacted by the more violent weather and sea level change. There is a real possibility that many islands will become uninhabitable – and the concept of environmental refugees is emerging. All fisheries in the region are likely to be affected by climate change. A preliminary assessment of the impact on tuna fisheries show that innovative development can significantly enhance economic and social resilience

## 2. Status of the Fisheries stock

- South Pacific Albacore; The stock is not in an overfished state. There is currently no overfishing.

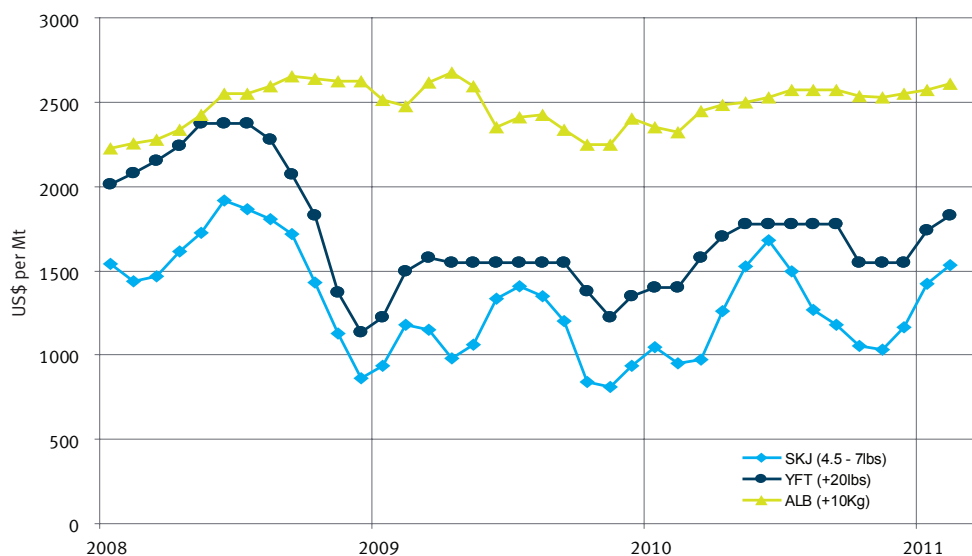
## 3. Conservation management measures approved in the last WCPFC annual session - 9

(1) Record of Fishing and Authorisation to fish, (2) FAD Closure and Catch Retention, (3) Swordfish (4) Sharks, (5) Regulation of Trans-shipment (6) Charter Notification Scheme (7) Purse Seine Port Landings Monitoring (8) Cooperating Non members

## 4. Current market trends and outlook

The major influences that shaped the tuna market trends in 2010 and which continue to influence trends in the early months of 2011 were a mix of improved economic conditions in the developed and emerging economies, the relatively tight supplies from both poor fishing conditions, management measures and related to this the sustainability and traceability measures as well as the exchange rate movements. The combined impact of these resulted in overall price improvements for the canned raw materials and sashimi products although high volatility featured strongly in the markets during the year.

Figure 2 | Price Movements for canned raw materials and sashimi products



## 5. Global tuna Production

Global tuna catch of the four major tuna species (albacore, bigeye, skipjack and yellowfin) came to 4.2 million metric tonnes in 2009, a marginal decline of 0.7% from the previous year but a 4.5% decline from the peak of 4.4 million Mt in 2005. Compared to 2005 levels, production in all oceans declined except in the WCPO which increased by almost 300,000 Mt, from 2.17 million to 2.44 million Mt. The major decline occurred in the Indian Ocean at almost 300,000 Mt. On account of the increase in WCPO production in 2009 relative to 2005, the proportional share of WCPO

in total production rose from 49% to 58% compared to declines in other shares. Other ocean shares were Indian Ocean 21% (26% in 2005), Eastern Pacific 14% (15%) and Atlantic Ocean 7% (9%). Production by species indicates that the greatest drop in 2009 relative to 2005 was in yellowfin, by close to 300,000 Mt. Skipjack catch in 2009 rose by around 100,000 Mt. The global catch distribution by species in 2009 was skipjack 60% (55% in 2005), yellowfin 26% (30%), bigeye 9% (10%) and albacore 5% (5%).

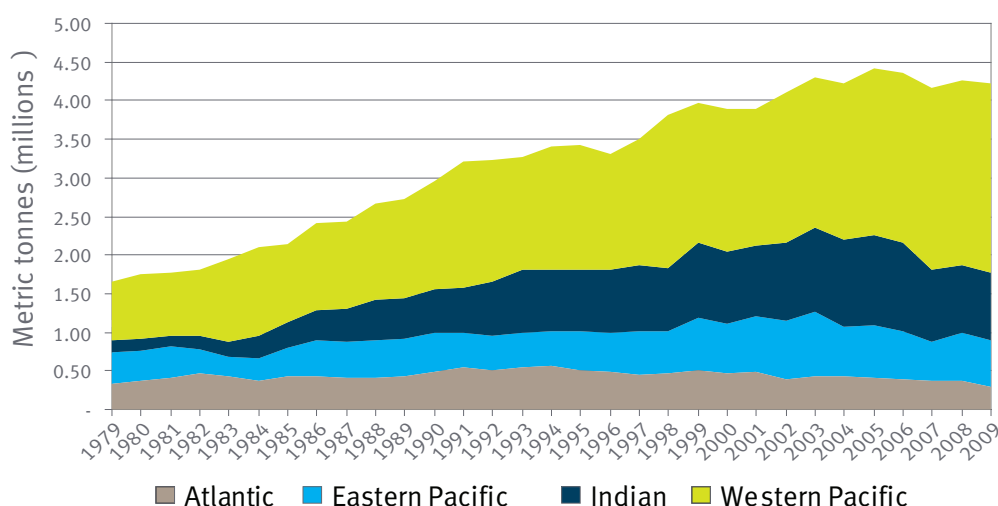


Figure 3 | Global tuna production by ocean area.

Sources: WCPO and EPO from SPC (2010), Atlantic Ocean from ICCAT. [www.iccat.int/atlas.asp](http://www.iccat.int/atlas.asp); Indian Ocean from [www.iotc.org/English/data.php](http://www.iotc.org/English/data.php)

## 6. Trade

### Exports

The trends of tuna product export values by FFA member states provide useful indications of the progress and status of development of the tuna industry at the domestic harvesting and processing levels. Export data from FFA member states, though are now collected from member countries, are as yet incomplete. As such, the alternative of sourcing data from export destinations is the more reliable and the import data and trends presented below are from these sources<sup>1</sup>. Focus is on export trends to three major export destinations - EU, US and Japan markets – in the last decade. The following are the highlights.

- The overall annual export values trend to the EU, US and Japan have shown steady growth over the years, from \$65 million in 2000 to \$169 million in 2005 and increasing further to 195 million in 2009.
- The US has been the major export destination in the last decade, consistently accounting for more than 40% of export values and increasing to 51% in 2008 and 2009. The most important product export to this market has been tuna

loins, traditionally from Fiji but more recently increasingly from PNG and to a lesser extent Marshall Islands. Other product forms include canned and pouched products, in brine or oil.

- The EU as the second most important market accounts for between \$80 and \$100 million worth of exports from FFA member countries, primarily for canned tuna products that enjoy duty free access. PNG, Solomon Islands and Fiji have been the sole suppliers but PNG has been the more consistent and on an uptrend.
- Japan provides the main market for fresh sashimi products valued at between \$30 and \$60 million over the period 2000-2009. The overall trend of export to Japan have been on the decline in recent years however, largely due to the economic difficulties experienced by FFA fresh long-line fleets

<sup>1</sup> Adjustments were made to the cif import values of the EU and Japan to approximate FFA export values in fob terms. The EU import values were adjusted down by a factor of 20% and Japan by a factor of 30%. No adjustment has been made to US import values as these are expressed f.a.s. (free alongside ship) which sufficiently approximate fob values.

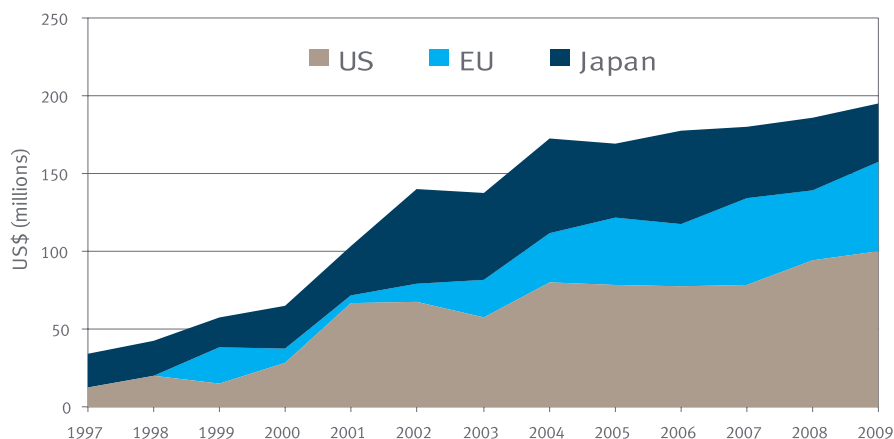


Figure 4 | Tuna export values trends and distribution by major markets, 1997-2009

Sources: <http://www.st.nmfs.gov/st1/trade/index.htm>; [http://www.customs.go.jp/toukei/download/index\\_d011\\_e.htm](http://www.customs.go.jp/toukei/download/index_d011_e.htm); [http://epp.eurostat.ec.europa.eu/portal/page/portal/external\\_trade/](http://epp.eurostat.ec.europa.eu/portal/page/portal/external_trade/)

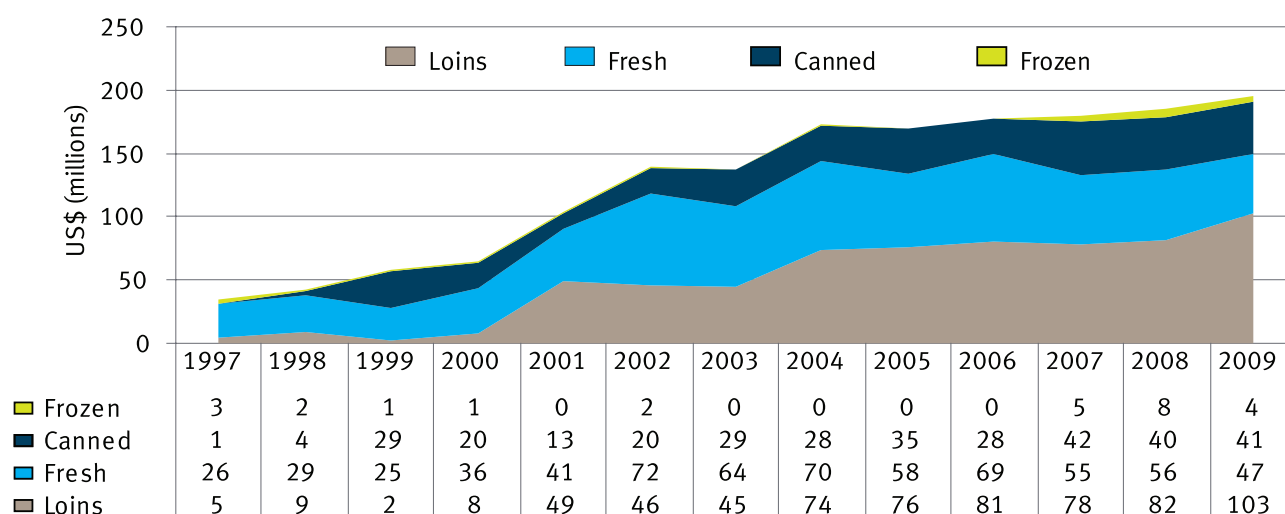


Figure 5 | Tuna export values trends and distribution by product, 1997-2009

## 7. Access and Trade

In general major distant water operators remain reluctant to invest in the region and this issue will only be addressed when limits become effective in the fishery and access is linked to investment and support for domestic industry development.

**Access and Trade** – Slow progress with respect to WTO rules for fisheries subsidies has created some uncertainty, particularly with respect to the treatment of fisheries access agreements. The EU IUU Regulations entered into force as of 1st January 2010 is a certification requirement. The EU has been slow to respond to the Members seeking to meet the requirements of the EU IUU Regulation and where responses have been forthcoming they have focused on issues related to the management of the fishery rather than the requirements of the Regulation. Slow progress in negotiations with the EU on the overall structure and content of the EPA with the EU has also created uncertainty. A major issue with respect to trade has been the lack of coherence

between Fisheries and Trade officials on the fisheries component of the EPA. Another issue although it is clear that in many countries the private sector is looking to obtaining increased market access into Europe, this is not always matched with a government commitment to put in place all the necessary institutional arrangements, such as the necessary Competent Authorities.

**Regional Economic Integration** – Continuing uncertainty over the outcome and fundamental utility of EU EPAs is leading to increasing reluctance on the part of international investors in the sector.

## 8. Effect of Japanese Earthquake and Tsunami – March 11

According to Bloomberg News on 25 April the immediate response “At Tokyo’s Tsukiji’s fish market, sales of fresh fish fell to an average 5 metric tons per day in the week ended March 22, down 2 percent from a year earlier. The following week dropped 15 percent. Still overall sales at Tsukiji recovered to prequake levels last week, indicating Japanese consumers are returning to fish. Prime Minister Aso said an proposed a trillion yen budget that is likely to be the first of several packages to rebuild areas devastated by the last months earthquake and tsunami, which will include assistance to the industry, the government said in an April 22 statement”.

## 9. MCS requirements

**IUU – Growing recognition** There is growing international recognition of IUU fishing and its effects on small island developing states resulting in a most favourable condition of more resources being dedicated by donors in addressing IUU related issues.

**WCPFC requirements at the regional,** subregional and national level detailed below continues to increase;

- Compulsory participation in the WCPFC Regional Observer Program,
- Agreement between the WCPFC and IATTC (Inter-American, Tropical Tuna Commission) for cross

endorsement of member observers to continue duties when vessels cross into the EPO (Eastern Pacific Ocean).

- Subregional requirement of 20% coverage for the UST and FSMA increased to 100% coverage under the WCPFC CMM 2008-01. PNA also raised coverage under bilateral arrangements to 100%
- New condition for coverage of transshipment vessels (purse seine and long-line) now required, and 5% of longliners required by July 2012

## 10. Contribution of fisheries to GDP

The significance of the growth in fleet size is in the contribution this makes to the additional flow of economic benefits to national economies in various forms. Measurements of the contributions of fishing by the local and locally based foreign fleets facilitated through use value added ratios is presented below in Figure 41 and country-specific data in Table 8.

As Figure 6 below shows, the overall contribution of tuna fishing to GDP has markedly increased over the years parallel with the trends of increases in fleet capacity. Tuna fishing in 2009 contributed \$206 million, a decrease from the previous year’s \$263 million on account of lower purse seine value. The overall trend of contribution is largely determined by the contribution from the purse seine fleet because of the magnitude of the value of output from purse seine fishing relative to other fishing.

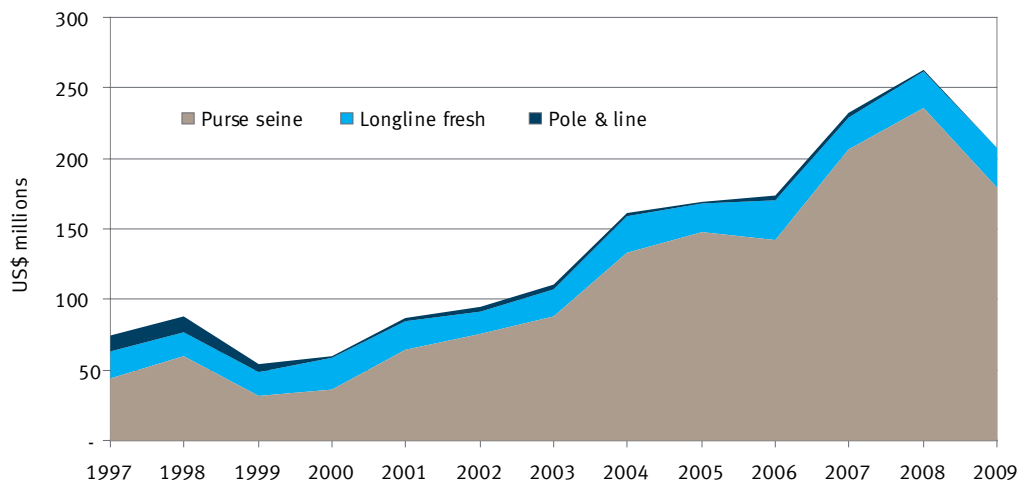


Figure 6 | Tuna fishing contribution to GDP by gear type, 1997-2009

Table 1 | Tuna fishing contributions to GDP by year by country (US\$ millions)

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Cook Is	-	-	-	-	0.0	0.2	0.8	1.7	1.7	1.5	1.1	1.4	1.2
Fiji	2.5	2.1	2.2	5.8	6.1	5.1	5.8	10.1	6.4	8.6	5.0	7.8	7.1
FSM	4.5	6.9	4.1	6.9	7.0	7.7	10.8	11.6	11.4	4.7	10.0	15.0	12.2
Kiribati	-	-	-	-	-	-	-	-	-	-	-	-	-
RMI	-	-	-	1.8	12.2	12.6	11.6	17.9	22.2	16.8	33.9	24.7	22.5
Nauru	-	-	-	-	-	-	-	-	-	-	-	-	-
Niue	-	-	-	-	-	-	-	-	0.1	0.2	0.1	0.0	0.1
PNG	10.3	23.6	12.2	18.4	34.0	44.4	54.7	89.0	96.8	100.2	135.9	153.6	110.3
Palau	0.0	-	-	0.2	0.1	0.0	0.0	0.0	-	-	-	-	-
Samoa	5.6	5.5	4.5	5.2	5.4	3.4	2.2	2.1	1.6	2.7	2.9	2.9	3.8
SI	28.4	25.6	16.9	6.1	7.2	8.3	10.9	12.5	8.9	13.9	13.5	12.8	9.9
Tokelau	-	-	-	-	-	-	-	-	-	-	-	-	-
Tonga	0.4	0.4	0.6	0.7	1.0	0.8	0.6	0.3	0.5	0.6	0.6	0.6	0.2
Tuvalu	-	-	-	-	-	-	-	-	-	-	-	-	-
Vanuatu	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>51.7</b>	<b>64.2</b>	<b>40.4</b>	<b>45.2</b>	<b>73.0</b>	<b>82.4</b>	<b>97.3</b>	<b>145.2</b>	<b>149.6</b>	<b>149.2</b>	<b>202.9</b>	<b>218.7</b>	<b>167.3</b>



## 11. Employment

Employment data in the tuna industry shows an uptrend between 2002 and 2008 with 2009 data showing slight decrease from 2008. Presently more than 12,000 people are engaged in the tuna industry, either on vessels or in onshore facilities. Of the total,

about 3,400 are on vessels (including observers) and the rest in onshore facilities (Figure 7). The trend has been up since 2002 when around 8,500 jobs in the tuna industry was recorded, with around 3,000 on vessels and 5,500 in onshore facilities.

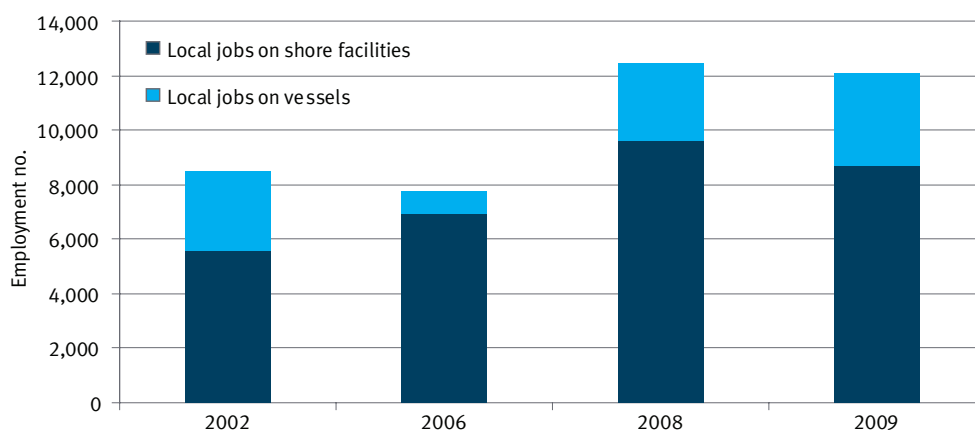


Figure 7 | Employment in FFA member countries for selected years

	Local Jobs on Vessels				Local Jobs in Shore Facilities			
	2002	2006	2008	2009	2002	2006	2008	2009
Cook Is.	50	15	12	8	15	15	10	10
Fiji	893	330	150	590	1496	2200	1250	990
FSM	89	36	323	98	131	24	140	199
Kiribati	39	15	157	479	47	80	70	0
Marshall	5	0	547	539	457	100	414	626
Nauru	5	0	2	0	10	2	0	0
Niue	5	0	4	0	0	14	18	0
Palau	1	0	4	0	11	5	20	8
PNG	460	110	944	905	2,707	4,000	6,715	6,000
Samoa	674	110	277	177	108	90	60	65
Solomon	464	66	107	90	422	330	827	732
Tokelau	0	0	1	0	0	0	0	0
Tonga	161	75	57	30	85	35	35	20
Tuvalu	59	20	65	218	36	10	10	0
Vanuatu	54	20	175	258	30	30	30	22
<b>TOTAL</b>	<b>2,959</b>	<b>797</b>	<b>2,825</b>	<b>3,392</b>	<b>5,555</b>	<b>6,935</b>	<b>9,599</b>	<b>8,672</b>

Table 2 | shows the respective country data on employment in their respective tuna industry.

Sources: FFA (2010), FFA (2009), Gillet (2008), Gillet 2002



L - R | Xue Jun Du, Managing Director, Golden Ocean Fish (Fiji) Limited, Kiribati Fisheries Minister, Hon. Peter Taberannang Timeon, and Teekabu Tiikai, Chairman, Central Pacific Producers Limited, sign the construction agreement for a US\$12 million fish processing plant in Tarawa, July 2011.



## Global Tuna production

Compared to 2005 levels, production in all oceans declined except in the WCPO which increased by almost 300,000 Mt, from 2.17 million to 2.44 million Mt.

**Exports** The overall annual export values trend to the EU, US and Japan have shown steady growth over the years, from \$65 million in 2000 to \$169 million in 2005 and increasing further to \$195 million in 2009.

**Contribution** of tuna fishing to GDP. The overall contribution of tuna fishing to GDP has markedly increased over the years parallel with the trends of increases in fleet capacity. Tuna fishing in 2009 contributed \$206 million, a decrease from the previous year's \$263 million on account of lower purse seine value.

**Employment.** Employment data in the tuna industry shows an uptrend between 2002 and 2008 with 2009 data showing slight decrease from 2008. Presently more than 12,000 people are engaged in the tuna industry, either in vessels or in onshore facilities.

## Summary

**Climate change** will impact heavily on the Pacific Islands region. A preliminary assessment of the impact on tuna fisheries show that innovative development can significantly enhance economic and social resilience

**Global Tuna production** - Compared to 2005 levels, production in all oceans declined except in the WCPO which increased by almost 300,000 Mt, from 2.17 million to 2.44 million Mt.

**Purse Seine fishery** The WCPO, the world's most important fishing ground for the purse seine fishery, produced 1.9 million Mt in 2009, 3% higher than in 2008 and represented 63% of total global purse seine production.

**Exports** The overall annual export values trend to the EU, US and Japan have shown steady growth over the years, from \$65 million in 2000 to \$169 million in 2005 and increasing further to \$195 million in 2009.

**Access and Trade** Slow progress with respect to WTO rules for fisheries subsidies has created some uncertainty, particularly with respect to the treatment of fisheries access agreements. The EU IUU Regulations entered into force as of 1st January 2010 is a certification requirement for export into the EU market.

**Effect of Japanese Earth quake and Tsunami – March 11** Despite an overnight plunge in demand for fish immediately following the quake and tsunami, overall sales at Tsukiji recovered to pre-quake levels last week, indicating Japanese consumers are returning to fish.

**Contribution of tuna fishing to GDP.** The overall contribution of tuna fishing to GDP has markedly increased over the years parallel with the trends of increases in fleet capacity. Tuna fishing in 2009 contributed \$206 million, a decrease from the previous year's \$263 million on account of lower purse seine value.

**Employment.** Employment data in the tuna industry shows an uptrend between 2002 and 2008 with 2009 data showing slight decrease from 2008. Presently more than 12,000 people are engaged in the tuna industry, either in vessels or in onshore facilities.

The significance of the purse seine fleet contribution to economic activity has risen sharply in recent years to reflect domestication policies in FFA member countries where this has been pursued, as well as development of own fleets by some; and similarly for the longline fleet. The pole and line fleet has lost its importance. Reflective of the rise in the fleet capacities, the volume of catch and catch value have also risen sharply over the years.

# Highlights

## For Executive Output, High Level Advice

- Securing additional multi-year funding agreements with Australia and New Zealand to finance promotion and development of food security across the FFA membership as well as development of the Regional Observer Program
- Developed concept of developing tuna fisheries to enhance economic and social resilience against Climate Change
- Recognition of FFA as a significant regional fisheries management entity and its inclusion in a number of FAO initiatives

## For Fisheries Management Output

- Started implementation of the RTMAD Strategy. Country Service Level Agreements signed with three member countries
- Ongoing achievement of national level outcomes through the delivery of revised legal instruments, management plans and EAFM reports
- Template provisions for the implementation of the WCPFC Conservation and Management Measures
- Annotation of the WCPFC Convention

## For Fisheries Development Output

- After much work with authorities in Brussels the EU funded DevFish 2 Project was approved in November 2010. The project worth Euros 8.2 million over 5 years will substantially increase the resources available to the Secretariat in the area of tuna fisheries development.
- Progress in negotiating the WTO rules on fisheries subsidies has been slow, but work in this area has increased the profile of Pacific island countries and left them well prepared for more substantial discussions that are anticipated in 2011.
- The highlight of the first year of operation of the FFA REI Unit has been the extent and speed to which member countries have moved to make use of the Unit's services, thereby validating the underlying concept.

## For Fisheries Operations Output

- MCS national compliance plans and MCS capacity development and training initiatives based on the Regional MCS Strategy have commenced
- Able to meet the urgent need to expand observer capacity for the national programmes through extensive training programmes jointly conducted by FFA and SPC. In doing so have now 550 observers employed among members
- Continuous monitoring of members EEZ and assistance to members to address potential IUU fishing activity
- Enhancement of the WCPFC VMS using FFA VMS upgraded infrastructure

## For Corporate Services

- Upgrade of the Financial Management System, accompanied by in-house review of financial corporate processes
- Upgrade of the Payroll System. Piloting of automated Human Resource Management Information system
- Review of the Human Resources Performance Management System, Development of the Human Resources Strategy
- On-going development, implementation and refinement of an outcomes-based performance management framework.

## Delivering Results



FFA activities produce both short term and long term results. To capture the range of quantitative and qualitative data throughout the lifecycle of FFA projects, and outcomes based monitoring and evaluation framework has been developed over the last two years.

This provides FFA a more robust means to plan for and measure, collect and report policy reforms, direct and indirect results, preliminary and interim benefits, progress against strategic outcomes, impact of activities and proactively manage risks.

“My role as Chair of the Forum Fisheries Committee is to ensure the Secretariat delivers results ... what we members want, our priorities and needs”.

Chairman | Sylvester Pokajam  
(Papua New Guinea)

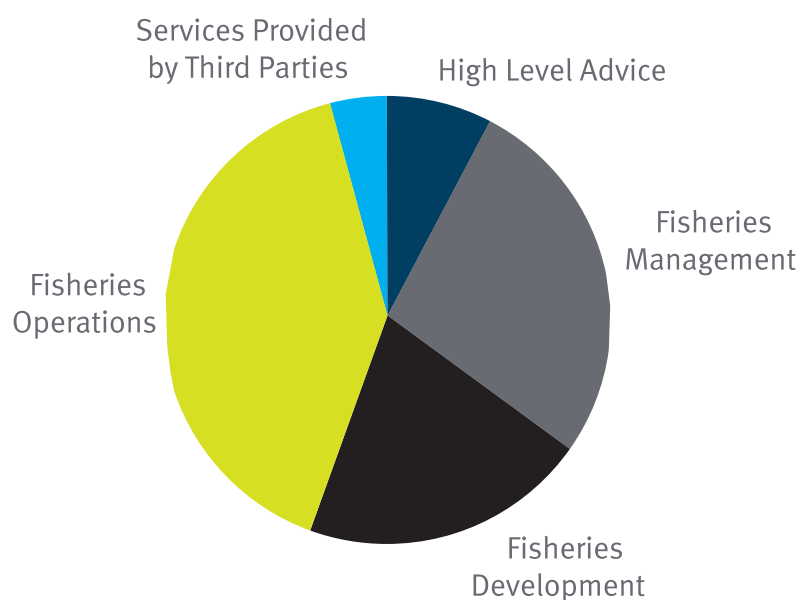
FFA is committed to ongoing reforms to strengthen organisational capability in this area to rigorously and systematically plan for, track and evaluate the impact of our interventions. This integrated approach enables us to answer the vital question of “*what difference are we making?*”

FFA understands the scarcity of aid assistance, and being effective in delivery of our mandate is the only way to maintain investment in FFA’s work to support the economic and social development of 32.7 million people in our member countries.

“Being busy is different from producing results, training, strong commitment, lots of hard work alone are not results. We must ensure the work we do answers the vital question of “*what difference are we making?*” If our activities are not structured to do so then we are just being busy.”

FFA Management Retreat

## Funding activities at a glance ...



OUTPUTS	US\$
1. High Level Advice	1,639,848
2. Fisheries Management	4,383,270
3. Fisheries Development	4,058,848
4. Fisheries Operations	6,876,917
5. Services Provided by 3rd Parties	911,090
	<b>17,869,972</b>

## (a) High Level Advice

Results achieved include;

- Securing multi-year funding agreement with Australia to finance promotion and development of food security across the FFA membership
- Securing multi-year funding agreement with New Zealand to finance a joint FFA/SPC project to develop the Regional Observer Program
- Developed concept of developing tuna fisheries to enhance economic and social resilience against Climate Change
- Contributed to WTO discussions on Pacific fisheries subsidies – ensuring protection of infant fisheries industries in FFA countries
- Recognition of FFA as a significant regional fisheries management entity and its inclusion in a number of FAO initiatives
- Country visits to nine member countries
- Number of Ministerial visits by Fiji, Australia and Kiribati
- Initiated contact with UNCTAD towards a formal relationship regarding services to member countries on trade, industry services and capability building
- FEMM 2010 - Engagement with regional Economic Ministers regarding fisheries investment facilitations. Recognition by Economic Ministers of FFA's distinctive capability and experience in fisheries investment and revenue enhancement
- Provision of policy and technical advice to regional, subregional and national processes. For example – Melanesian Spearhead Group (MSG), WCPFC sessions and subcommittee meetings, PNA, Te Vaka Moana, PITIA



## (b) Fisheries Management

The medium term bridging goal for achieving Strategic Plan Outcome 1 is ensuring effective frameworks are in place. The following key tasks were planned for implementation during the year to progressively set up effective frameworks required

- Address national priorities
- Progress EAFM and legislative reviews
- Close capability gaps
- Promote and secure rights
- Improve international compliance
- Protect member interests
- Provide legal training

### Summary of progress

Implementation of the Regional Tuna Management and Development Strategy commenced during the year with a significant amount of resources and effort dedicated to preparing Country Services Level Agreements and consideration of methodology and approach to enhance engagement at national level. Some national consultations for identifying additional priorities have been progressed with three countries having signed CSLAs during the year.

The 2010/11 financial year saw a continuation of the substantial proliferation in International Meetings that are relevant to, but do not necessarily dictate, management of the WCPO tuna fishery. These include a range of global process including the Kobe process, FAO consultations, CITES consideration of proposed listings, WTO processes and UN meetings such as COFI.

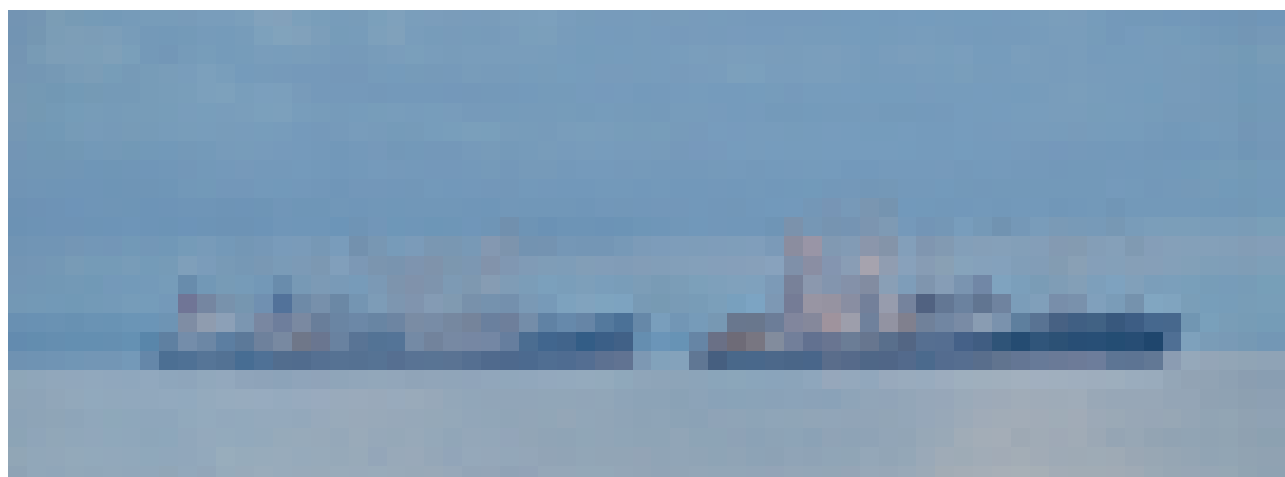
Coupled with the burgeoning global meeting load, the work load associated with both WCPFC and SPRFMO at

the regional level has increased throughout the year. For WCPFC this is a continuation of the rigors required to establish an operational management and MCS framework. For SPRFMO it is a result of the conclusion of negotiations on a convention and the initiation of a Preparatory Conference to establish the Commission. The ongoing renegotiation of the US Treaty also grows in its demand for time and resources, as does commencement of the drafting process for a Multi-lateral Niue Treaty Subsidiary Agreement.

The Parties to the Nauru Agreement (PNA) remain an extremely active grouping and FMD has provided a range of policy papers as well as direct advice at numerous meetings throughout the reporting period. The relationship between FFA and the PNAO continues to evolve. 2010/11 has also seen greater emergence of Te Vaka Moana Arrangement (TVM), which FMD also supports from a sub-regional context. FMD has also supported meetings of the Melanesian Spearhead Group (MSG) Fisheries Technical Advisory Committee and Sub-Committee on Security.

At the regional and international level, FMD continues to provide first rate services to members. In particular, despite difficult conditions, FFA member participation (and Secretariat support to that participation) at the Scientific Committee, Technical Compliance Committee and WCPFC regular sessions in 2010 was outstanding and clearly dominated the progress of the Commission.

Similarly, Fisheries Management Division provides high quality strategic and policy advice to sub-regional groups including those discussed above and the FFC SC-SPTBF.



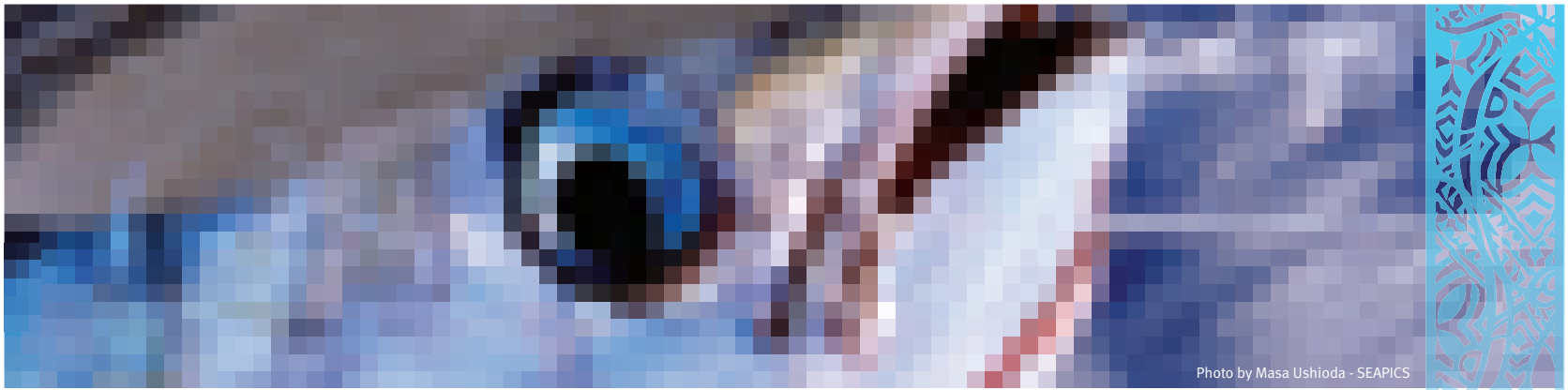


Photo by Masa Ushioda - SEAPICS

Some excellent results have been delivered for some members at the national level. However, as described above, achievements in this area are less than was anticipated due to regional load.

### Key Results Achieved

- **RTMADS Implementation**

Develop and plan implementation of RTMADS for each member country. Initial work on templates for data collection, agreeing priorities and joint service level agreement between members and FFA have been completed and now piloted with three countries. Country profiles for all members and scorecard in place

- **Country Service level Agreements**

The Regional Tuna Management and Development Strategy provides focus on addressing national priorities and needs. This fiscal year has seen a considerable work in the planning and development of templates for implementation of the Regional Tuna Management and Development Strategy.

- Template provisions for the implementation of the WCPFC Conservation and Management Measures
- Annotation of the WCPFC Convention

- **National level visits** have been conducted in 9 member countries during 2010/11 undertaking a broad range of tasks as anticipated in the SOI – including:

- EAFM Reports – 4 countries
- Tuna Management Plan development/review – 6 countries

- By-catch management plan/NPOA review – 1 country
- Delivered draft legislations/decrees – 3 for Fiji 1 for Tuvalu
- Building national capacity – 5 legal officers trained
- Assist with WCPFC related work – 8 countries
- MCS needs assessment - 2 countries
- Legislative reviews – in 11 countries
- National workshops on sub-regional long-line management
- Institutional Review – 1 country
- Corporate administration work to provide better planning, structure and integration of these national visits across FFA has been led from within FFA in early 2011 and implementation of this programme will see immediate boosts to in country delivery in 2011/12
- Numerous policy briefs, proposals and papers prepared throughout the year on a range of management, operational and administrative issues relevant to both WCPFC and SPRFMO.
- Despite limited personnel for most of the reporting period, the high quality advice and assistance in legal and procedural matters at the regional and international level has been reflected in the understanding and participation of members on legal issues in their discussion and interventions at meetings.
- Institutional Strengthening. Two institutional Strengthening Reviews finalised in late 2010 with appropriate follow on work commenced with relevant donors for implementation assistance



Two further IS Reviews commenced with another 2 identified for initiation in early 2011/12. Legal Services has continued to build legal capacity wherever possible through fellowships, workshops, including the engagement of some national legal consultants, where available, to work with FFA on legislative reviews.

- Legal Services has been able to notably increase in-country legislative assistance and in-country seminars, with the additional legal advisor in 2011

## Impact of Services

### Commitment at all levels within the FFA membership to establish effective national, sub-regional and regional management regimes

- All members reflect principles of sustainable management, EAFM and the Precautionary Approach in national legislation.
- FFA negotiating positions at WCPFC and more broadly continue to seek best practice management. Various proposals and management arrangement implemented throughout the year to reduce fishing mortality.
- All members are committed to progressing priority conservation and management measures in 2011. Some challenges remain in implementing this commitment and these are being incrementally addressed.

### High level of transparency, accountability and governance in institutional processes, policies and legal frameworks,

- New observers to FFC accepted throughout the year. In particular, PITIA now participates actively in FFC deliberations, providing greater transparency and participation for the private sector
- National level work continues to focus on opportunities and mechanisms to ensure more direct engagement with industry and other

stakeholders.

- FFA positions and decisions are actively promoted in the global context such as through the Kobe process and FAO meetings and the publication of the RTMADS and RMCSS
- FFA continues to liaise actively with other stakeholders such as the NGO community

### Growing number of successful domestic fisheries and

- Reflagging of vessels to FFA registries continues to increase, with associated benefits accruing.
- Several members continue to develop fisheries on an incremental basis.
- However, more progress is always required, particularly in terms of extending high seas fishery participation. Fishery remains dominated by DWFN vessels

### That tuna resources are harvested within sustainable limits

- Difficult to quantitatively assess due to multi-species, multi- fishery context.
- Of the four key species (skipjack, yellowfin, bigeye and albacore), three (skipjack, yellowfin and albacore) are currently harvested at sustainable levels with relatively healthy standing stocks. Bigeye remains a management challenge and is the highest priority for regional issues in 2011.
- The other two assessed species relevant to FFA members (swordfish and striped marlin (southern)) are also deemed to be healthy.

## Issues

The Division has been more involved in international and regional meetings this reporting period which takes away limited personnel from in-country work. Development of Country Service Level Agreements should assist in providing targeted country-level work in the future.





## Services to Member Countries

The following table (Table 3) provides details of assistance to members by the Fisheries Management Output/ Division

ASSISTANCE TO MEMBER COUNTRIES	
Australia	<ul style="list-style-type: none"> <li>• Assistance with planning and executing the “Joint Ministerial Meeting” of fisheries and Law Enforcement Ministers.</li> <li>• All countries benefited from our services to the regional meetings, and for the few that participated in the international meetings. The account below is of in-country work completed by end of 10/11.</li> </ul>
Cook Islands	<ul style="list-style-type: none"> <li>• Assistance with development of CMM for special management of the Eastern High Seas Pocket.</li> <li>• Assistance with preparation of exploratory fisheries programmes for fisheries that are currently underutilised.</li> <li>• Legislative assistance</li> </ul>
FSM	<ul style="list-style-type: none"> <li>• Legal and general policy advice on investigation and prosecution of ROP breaches.</li> <li>• Legislative assistance</li> </ul>
Fiji	<ul style="list-style-type: none"> <li>• Scoping work for Fiji – revamping Tuna Development and Management Plan;</li> <li>• Institution Reform meetings and discussions with Senior Staff;</li> <li>• Review of Fisheries Legislation - Offshore Fisheries Management Decree final draft submitted; Aquaculture Decree final draft submitted; Inshore Fisheries Management Decree final draft to be completed in April 2011 after national stake-holders final consultations.</li> <li>• Regional MCS Strategy – Compliance review; National MCS Plans; Identification of National Priorities; and</li> <li>• WCPFC Issues – Part 2 reports, Vessel Register and Authorization to Fish;</li> <li>• Legislative assistance</li> </ul>
Kiribati	<ul style="list-style-type: none"> <li>• Delivery of EAFM Report</li> <li>• Revised Tuna Management Plan</li> <li>• Launched Institutional Strengthening Report – commenced work in conjunction with donor for implementation.</li> <li>• WCPFC Issues – Part 2 reports, Vessel Register and Authorization to Fish.</li> <li>• Legislative assistance</li> <li>• Building national capacity – Two legal fellows to work with us on licence conditions and regulations</li> </ul>
RMI	<ul style="list-style-type: none"> <li>• Delivery of EAFM Report</li> <li>• Development of SLA</li> <li>• Legislative assistance</li> </ul>
Nauru	<ul style="list-style-type: none"> <li>• Regional meetings advice</li> <li>• Finalisation of first ever SLA</li> <li>• National workshop and advice on Longline VDS</li> <li>• Concept paper on bunkering development</li> </ul>
New Zealand	<ul style="list-style-type: none"> <li>• Regional meetings advice</li> </ul>
Niue	<ul style="list-style-type: none"> <li>• Ad hoc advice on emergent management issues (management of shark depredation in artisanal fisheries)</li> <li>• Legislative assistance</li> </ul>
Palau	<ul style="list-style-type: none"> <li>• Assistance (advice and analysis) in preparation for bilateral access negotiations (VDS specific)</li> <li>• Assessed WCPFC Implementation</li> <li>• Commenced IS Review</li> <li>• Legislative assistance</li> </ul>
PNG	<ul style="list-style-type: none"> <li>• Assist in preparations for TCC6 – both in national brief and assisting TCC Chairman.</li> </ul>

## ASSISTANCE TO MEMBER COUNTRIES

Samoa	<ul style="list-style-type: none"><li>• Finalised new Tuna Management and Development Plan</li><li>• Commenced specific implementing tasks under TMDP</li><li>• Legislative assistance</li><li>• Building national capacity - National legal consultant to work with us on legislative review</li><li>• Development of SLA</li></ul>
Solomon Is	<ul style="list-style-type: none"><li>• Assistance and advice in capacity as Chair of the PNA PS VDS TWG</li><li>• Commenced EAFM</li><li>• Legislative assistance</li></ul>
Tokelau	<ul style="list-style-type: none"><li>• Delivered final EAFM Report</li><li>• Produced first draft Tuna Management and Development Plan</li><li>• Development of SLA</li></ul>
Tonga	<ul style="list-style-type: none"><li>• Revised Tuna Management and Development Plan</li><li>• Developed first draft NPOA (Shark)</li><li>• Regional MCS Strategy – Compliance review; National MCS Plans; Identification of National Priorities; and</li><li>• WCPFC Issues – Part 2 reports, Vessel Register and Authorization to Fish</li></ul>
Tuvalu	<ul style="list-style-type: none"><li>• Delivered final EAFM Report</li><li>• Revised Tuna Management and Development Plan</li><li>• Launched Institutional Strengthening Report – commenced work in conjunction with donors for implementation</li><li>• Regional MCS Strategy – Compliance review; National MCS Plans; Identification of National Priorities; and</li><li>• WCPFC Issues – Part 2 reports, Vessel Register and Authorization to Fish;</li><li>• Legislative assistance</li><li>• Building national capacity - National legal consultant to work with us on legislative review</li></ul>
Vanuatu	<ul style="list-style-type: none"><li>• Regional MCS Strategy – Compliance review; National MCS Plans; Identification of National Priorities; and</li><li>• WCPFC Issues – Part 2 reports, Vessel Register and Authorization to Fish;</li><li>• Legislative assistance</li><li>• Workshop on alternative longline management</li></ul>

## (c) Fisheries Development

The medium term bridging goal for the Development Output/ Division for it to achieve Strategic Plan Outcome 3 is to *facilitate economic transformation*. The following key tasks were planned for implementation during the year to progressively enable achievement of this goal

- Address national priorities
- Provide market intelligence
- Enhance private sector participation
- Progress Fisheries Development planning
- Close capability gaps
- Provide advice regarding onshore commercial fisheries ventures

### Summary of Progress

The Fisheries Development Division has worked with FFA Members across a broad range of development issues throughout the reporting period.

**Economic Development and Industry Support** – Progress in 2011 has been reasonable. Work on development plans has been undertaken in Samoa, Marshall Islands, Kiribati and Fiji, noting that in the latter two cases this was done as part of work on a Tuna Fisheries Management Plan for each country

**Access and Trade** – Considerable work was carried out assisting Vanuatu in the establishing a Competent Authority, with work in this area also being done in Cook Islands, Federated States of Micronesia and Marshall Islands. Significant additional resources will be assigned to work of this nature in other countries in 2011. Work on access arrangements was primarily confined to written briefs, but a staff member participated in Solomon Islands negotiating sessions with Japan, Korea and Taiwan and this assistance was greatly appreciated.

**Regional Economic Integration Unit** -Establishment of the REI Unit at FFA, involving the creation of office infrastructure, IT services, and the acquisition and installation of furniture and fittings has been completed, as has the recruitment of the three Unit staff.

A number of projects and country programmes have been transferred from the former FDD OFD programme, as has the Economic Indicators project.



As at June 2011, the REI Unit will have mandates to operate in nine FFA member countries, and will be active in one sub-regional programme. Regional level activity has not been conducted in the current year.

### Key Results Achieved

After much work with authorities in Brussels the EU funded DevFish 2 Project was approved in November 2010. The project worth Euros 8.2 million over 5 years will substantially increase the resources available to the Secretariat in the area of tuna fisheries development.

Progress in negotiating the WTO rules on fisheries subsidies has been slow, but work in this area has increased the profile of Pacific island countries and left them well prepared for more substantial discussions that are anticipated in 2011.

The highlight of the first year of operation of the FFA REI Unit has been the extent and speed to which member countries have moved to make use of the Unit's services, thereby validating the underlying concept

Finalisation of the development component of a national tuna management plan for Samoa and the drafting of a comprehensive national tuna fisheries development plan for Marshall Islands.

Drafting of a tuna investment strategy for Solomon Islands to guide future investment in the domestic tuna industry.

Expanding the assistance to members in the establishment of Competent Authorities in the second half of the Financial Year will enable the programme of assistance to be expanded to Kiribati, Tuvalu and Cook Islands noting that the work will carry over into 201/13.

### Impact Of Services

The impact of services can prove difficult to measure in the area of fisheries development in some cases. This is because some impacts do not become apparent until a few years after the delivery of the services due for example to the time lag between the FFA Secretariat providing services and recommended policy changes being implemented.

However, impacts in 2010/11 will be most immediate from national work to assist the establishment of Competent Authorities as the flow on will be to open up export markets.

### Issues

Key issues that need to be addressed include the need to find additional resources to implement;

- work on Competent Authorities to meet the EU Health Regulations given that all flag vessels must meet the requirements of the regulation if catch from these vessels is to be processed for the EC market.
- Regional Economic Integration Additional resources both in terms of funding and personnel will need to be acquired by the REI Unit if progress and request fulfilment is to be maintained.

### Opportunities

Growing opportunities will emerge as the REI Unit moves more effectively into the Regional and Sub-regional areas, and completes its assumption of a supportive role in additional member countries.

### Services to Member Countries

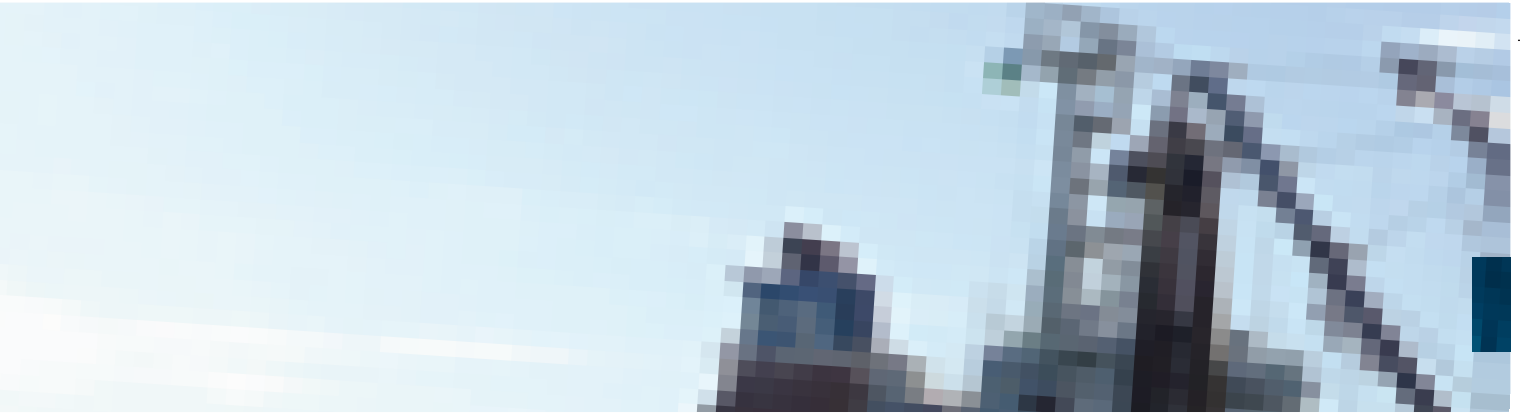
The following table provides a summary of activities undertaken for member countries over the year;

Table 4 – Fisheries Development

ASSISTANCE TO MEMBER COUNTRIES	
Australia	Nil REI: Nil
Cook Islands	Scoping work for the establishment of Cook Islands Competent Authority HACCP plan for seafood value adding plant RE: TVM study (see New Zealand, below)
FSM	Scoping work for the establishment of a Competent Authority in FSM Advice on a proposal to grant exclusive fishing rights to the EEZ of FSM Assistance to FSM in integrating VDS into access agreements. REI: Over the past 2.5 years the OFD/REI Project has assisted FSM government to develop a large investment project to rehabilitate four tuna long line bases throughout the country and establish a loining plant in Pohnpei integrated with a sufficient number of FSM-flagged longline and purse seine vessels to support those shore facilities. The FSM government has requested continued REI in-country support for a further 2 years, covering various investment matters.
Fiji	Preliminary work on development options as part of the Fiji Tuna management Plan. Assistance in the full evaluation of the Fiji flagged albacore longline fishery against MSC criteria. REI: Nil

## ASSISTANCE TO MEMBER COUNTRIES

Kiribati	Scoping work for the establishment of a Competent Authority.
	Developing a programme for a pilot pole and line project
	Access and joint venture related works: Data provision and purse seine model construction for Japan and Taiwan fleets
	REI: In Kiribati, the REI Unit is providing support for a number of foreign investment proposals, involving analysis, evaluation, and negotiation services to the government. Many of the proposals involve purse seine ventures, but there are also several longline proposals involving shore facilities. REI has a project coordinator based in the Kiribati Ministry of Fisheries and Marine Resources Development.
RMI	The REI Unit has developed joint venture (jv) agreement templates that have been adopted by Kiribati, Tuvalu, Nauru and the Solomon Islands
	Scoping work for the establishment of a Competent Authority
	Draft Tuna Fisheries Development Plan
	Development of a Tuna Fisheries Investment Brochure
Nauru	Scoping for a pilot pole and line project
	Brief for access negotiation with Japan
	Drafting of an investment strategy
	REI: The REI unit is assisting in the evaluation and negotiation of joint venture proposals received by Nauru government.
New Zealand	Nauru has also adopted the jv templates mentioned above.
	REI: REI currently has a comprehensive and strategic study proposal underway for the Te Vaka Moana participants (New Zealand, Tonga, Niue, Samoa the Cook Islands and Tokelau), seeking to identify ways in which the returns to domestic economies from the southern longline fishery and other fisheries can be enhanced.
	This study, which will likely cost in excess of US\$250,000, is being funded by New Zealand.
Niue	Paper on issues associated with leasing out the Niue EEZ to one user.
	REI: The REI Unit has assisted Niue government to explore options to enable the NFP processing plant to be re-activated on a commercially sustainable basis. After intensive expert analysis and effort was unable to establish satisfactory options for continuation by the current facility operator, REI is now assisting in the orderly disengagement of that investor and with the analysis of expressions of interest from other regional long line enterprises. Concurrently, and associated with improving the viability of any fisheries operation based in Niue, REI is exploring options to improve the port facilities in Niue.
Palau	Pending work in reply to a request for day valuation of locally-based foreign longline fleets catch as input to June negotiations.
PNG	Facilitation on annual National Fisheries Consultative meeting between the Fishing Industry and its Association and the National Fisheries Authority
Samoa	Development component of the Tuna Fisheries Management and Development Plan
	REI: Samoa is a participant in the TVM study (see New Zealand)



## ASSISTANCE TO MEMBER COUNTRIES

Solomon Is	<p>Development of a Tuna Investment Strategy</p> <p>Study on trade opportunities</p> <p>Revitalisation of the pole and line fishery</p> <p>Participation and advice to Solomon Islands in access negotiations with Japan, Korea and Taiwan</p> <p>Access brief for Solomon Islands negotiation with New Zealand.</p> <p>REI: As in the other four PNA countries supported by REI, the REI Unit has a full mandate to provide advisory services on all medium to large fisheries-related investment projects in the country. The Solomon Island projects predominantly involve on-shore processing. These include large proposals from Korean and Philippine interests and other investment interest that is yet to be publically announced. The REI Unit has a project coordinator located in the Solomon Islands Ministry of Fisheries and Marine Resources Development providing ongoing advisory and facilitation support.</p>
Tokelau	<p>Brief on joint venture options for Tokelau</p> <p>REI: Tokelau is a participant in the TVM study (see New Zealand)</p>
Tonga	<p>REI: The REI is currently working with the Tongan Fisheries Division, MAFF to develop ways in which the local longline industry can be re-activated. Previous OFD projects in Tonga with this aim in mind have not been successful. It is likely that the Te Vaka Moana sub-regional study, outlined above, will provide a more viable operational model.</p> <p>Tonga is a participant in the TVM study (see New Zealand)</p>
Tuvalu	<p>REI: Tuvalu also has a number of proposals involving both purse seine and longline activities. The REI Unit has provided a commercial adviser based in Fiji, but spending extended periods in Tuvalu, for assistance in this area.</p>
Vanuatu	<p>A series of inputs to consolidate the establishment of the CA.</p> <p>REI: The REI Unit has a long-running program, utilizing an in-country adviser, to acquire full Competent Authority status for Vanuatu, that will allow export of fisheries products to Europe and other markets.</p>



## (d) Fisheries Operations

The medium term bridging goal for the Operations Output/ Division for it to achieve Strategic Plan Outcome 2 is to deter IUU. The following key tasks were planned for implementation during the year to progressively enable achievement of this goal

- Address national priorities
- Provide fulltime MCS services
- Implement 100% Observer coverage
- Close capability gaps
- Provide training in surveillance and prosecution
- Provide IT support for surveillance operations

### Summary of Progress

Overall, the Division was able to deliver the key tasks as required.

In addressing national priorities, the Regional MCS Strategy (RMCSS) endorsed in 2010 is being progressively implemented in member countries. FFA assistance enabled members to detect, prosecute and take enforcement action to deter IUU fishing through aerial surveillance, evidence and investigation, portside boarding and training as well as enforcement advice.

Full time MCS services were provided by the VMS and Surveillance Operations Sections, data sharing and coordination work continues to focus on analysis and responding to member concerns. Recent update in VMS infrastructure will enhance this service further. The Vessel Monitoring System was maintained in an operational state enabled members to detect and respond to MCS risks as they arise.

Continual improvement of system performance and capability, together with a systematic stakeholder

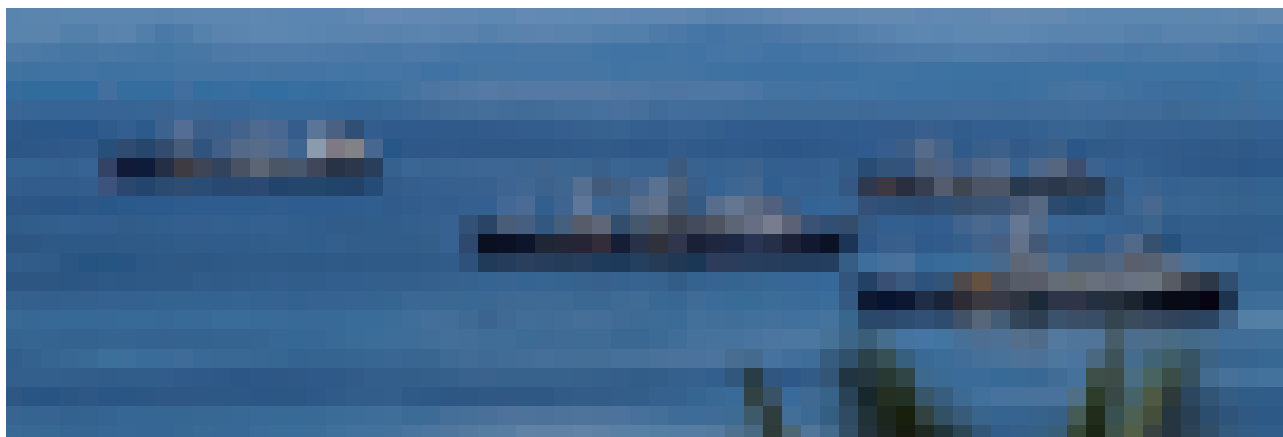
approach through building national capacity of regulatory authorities, and enhancing engagement of vessel owners has improved VMS outcomes for the period.

In closing capability gaps, several interventions were undertaken. To address skill gaps, several training courses were delivered by the Surveillance and Operations Section and Legal Unit. A number of attachments were also undertaken. The trainings provided by the Observer program provided the capability for a 100% coverage required by WCPFC.

The Regional Observer Program saw, training efforts meeting the needed expansion of national observer programmes, and the subregional observer programmes meeting the 100% coverage requirements. In addition to training subregional infrastructure development was also undertaken to meet the administration needs for increased coverage. Improving utility of observer data in MCS planning through observer placement management database has enhanced outcomes in this area.

Despite working with a skeleton crew of only three professional staff and one support staff the IT section nevertheless continued to provide extensive services in its core role of supporting the Fisheries Operations Division as well as technical advice, services and support to the Secretariat as a whole.

The Treaty Administration Section continued administration of the US Treaty, FSM Arrangement and PDF funding as well as facilitating renegotiation of the US Treaty. The oversight of this program area has been shifted to the Fisheries Management Division as from FFC77 in May 2011.



## Key Results Achieved

### MCS Strategy Implementation:

- Commencement of the first stages of the development of the Regional Information Management Facility, which was identified in the Regional MCS Strategy Study. Work in this important area of Information Management and the eventual development of in-country Data Transfer and Compliance Analysis Engines will continue to be progressed over the next two years.
- Compliance planning and review has also continued with findings of the five studies underpinning the RMCSS highlighting the MCS compliance profiles of members has been particularly useful in tailoring interventions at the national level
- Development and deployment of TUFMAN MCS Version 1 components for four member countries,
- Reduction in number of non-compliance foreign fishing vessels

### Closing capability gaps

- A total of 127 people were trained in MCS workshops on portside boarding, prosecution procedures, evidence and investigation techniques. There were 4 short term MCS attachments from FSM, Vanuatu and Samoa to familiarise with workings of the FFA's suite of MCS tools. A joint legal and MCS attachment from PNG was also hosted during the period
- Training assistance provided for countries to meet observer coverage requirements increased the number of qualified observers to 550
- Three trainings on Mobile Transceiver Units (MTU) inspection training fellowships for in-country VMS/MCS enforcement officers specific to the VMS MTU challenges.
- The VMS team also hosted seven individual fellowship attachments from FFA members (CK-2, FM-2, KI-2, VU-1). There is one more fellowship group training planned to be conducted before July 2011

### Vessel Monitoring Systems Operations:

- The VMS Operations provided daily reports of vessels positions to WCPFC and MCS. Several improvements in processes and the system were also undertaken. Streamlined processes and flexible registration approved in FFC74 together with closer collaboration with clients has enhanced the efficiency of FFA Vessels Register operations. Virtualisation of the VMS infrastructure has reduced the downtime significantly. Upgraded VMS platform allowing simultaneous running of diverse operating

systems, on the same physical server, reduced the amount of maintenance cycles needed for updates and enhancements, and incorporates a centralized management console to monitor the entire server infrastructure.

### FFA Observer Programme:

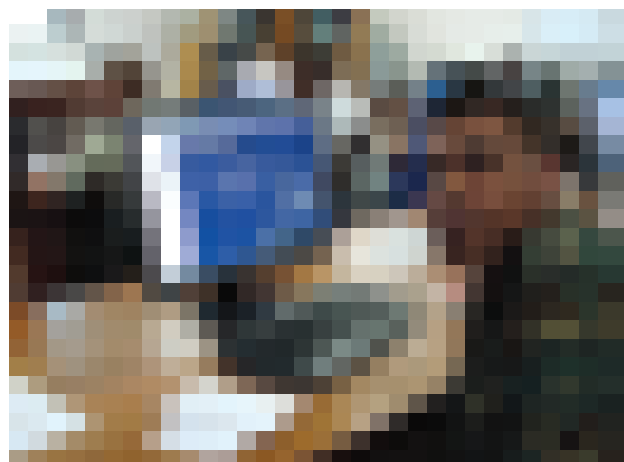
- 550 observers available by July 2011, with more than 150 observers trained in 14 observer courses during the year in courses provided by FFA/SPC
- Under the USTLP23, there were 269 observers placements. Similarly the FSMA17 saw 250 observers placed.

### US Treaty:

- PIPs' agreement on a common position on certain specific issues for the renegotiation.
- Collection and distribution of funds under the Treaty in accordance with the schedule.
- Agreement of the US to pay full cost for 100% observer coverage
- Smooth administration of the FSMA in accordance with the schedule, including the collection and distribution of the funds to the Parties.

### Niue Treaty Subsidiary Agreement: Annual multilateral operations support and Regional Coordination Centre:

Hosted three operations



#### • Operation Kurukuru

Covered an area 12 million km<sup>2</sup> of ocean in the economic exclusive zones of Australia, Cook Islands, Fiji, France, Kiribati, New Zealand, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu and Vanuatu and surrounding high seas. Operation supported by the quadrilateral defence forces of Australia, New Zealand, USA and France with assets deployed comprising - 4 aircrafts and 12 enforcement vessels eight of which are from the participating nations.

One hundred and ninety eight (198) vessels were sighted of which thirty five (35) were





boarded. Two vessels were apprehended for violation of license conditions by Tuvalu and Solomon Islands

These two vessels were fined USD10,000 for Tuvalu and SB\$1,000,000 for the Solomon Islands.

- **Operation Island Chief**

Covered an area of 12 million km<sup>2</sup> - EEZ's of PNG, Palau, FSM, RMI, Nauru and Kiribati and surrounding high seas totalling 12,000,000 sq kilometres of ocean. Assets deployed included one (1) aircraft, and nine (9) enforcement vessels, including seven (7) patrol boats from the participating countries. Ninety nine (99) vessels were sighted with nineteen vessels boarded at seas and six in harbour. There were no apprehensions.

- **Operation Tui Moana**

Covered an areas of 2 million km<sup>2</sup> of ocean over the exclusive economic zone of Cook Islands and Samoa and surrounding high seas. Assets deployed was one (1) aircraft and one (1) enforcement vessel. Thirty vessels were sighted, No vessels were boarded. There were also no apprehensions.

- **Operation Rai Balang 2011 –**

Operation involving Palau, FSM, US Coastguard and US Navy. 2 PPB's, 1USCG Cutter, 1 USCG C130 and 1 USN P3 aircraft. 25 Sightings. 22 Harbour Inspections. 16 Boardings. Nil Apprehensions

- Reduction in apprehensions and obvious illegal activity taking place.

It is undoubtedly the result of the implementation of data sharing, centralisation of the MCS effort and the development of the RFSC.

**Information Technology support:** Increased IT infrastructure for data sharing and use of software programs to increase productivity for MCS purposes Finalising the FFA Information Security Policy (ISP) framework document as it pertains to the VMS Data policy document. This Information Security Policy

framework sets out the principles underlying the security measures required to protect the FFA IT resources and promote appropriate use

**FFA Library:** FFA report registration and electronic organisation started and is progressing well and plans are underway to deliver an on-line catalogue of FFA publications as well as its fisheries holdings to enable members as well as stakeholders access to fisheries information.

## Impact of Services

### Job creation

- employment opportunities for some of the poorer communities through the Regional Observer Program

### Recouping lost revenues

- 2 foreign fishing vessels apprehended for violation of license condition by Tuvalu and Solomon Islands. Tuvalu – FFV fined USD2 million. Solomon Islands – FFV fined SBD1 Million dollars

### Increased food security

- from enhanced IUU detection and delivery of related Divisional services in MCS, VMS and Observer programs

### Enhanced visibility and secure exclusive economic ones

- increased ability for members to monitor their economic exclusive zones
  - Improved compliance - a marked decrease in number of non-compliance by foreign fishing vessels.

## Issues

### MCS Section

- Need for a comprehensive regional training needs assessment for MCS
- unwillingness of members to unconditionally share MCS data with other members

### Observer Program

- Internal resources to meet large diverse work needs

### US Treaty

- Non-ratification of the 2002 amendments to the Treaty by certain Pacific Island Parties (PIPs).
- Non-completion of maritime boundary delimitation by most PIPs.
- Non-ratification of the few outstanding amendments to the FSMA.

### IT Section

- Steep learning curve to support new technology and methodology
- Additional skills needed to support technology

- Need for enhanced IT infrastructure in many member countries
- IT enhancements require data sharing for maximum effectiveness

### Opportunities

#### Observer Section

- External donors favouring observer projects.

#### IT Section

- Use of funding sources through DevFish and SCIFISH to support IT enhancement initiatives
- e-transmission of catch data into CRD-Vessel Activity and Catch System

## Services to Members

The following table provides details of country assistance

ASSISTANCE TO MEMBER COUNTRIES	
Australia	<ul style="list-style-type: none"> <li>• Provided on average 5 alerts daily of illegal or possible illegal activities in EEZ and adjacent High Seas</li> <li>• VMS Training, ANCORS – June 2011</li> <li>• Distribution of financial shares and administration of PDF share allocation.</li> <li>• Provision of catch data and non-reporting activities.</li> <li>• Advisory service on annual and special meetings, including provision of Brief for renegotiation and TWG works.</li> </ul>
Cook Islands	<ul style="list-style-type: none"> <li>• Provided on average 5 alerts daily of illegal or possible illegal activities in EEZ and adjacent High Seas.</li> <li>• VMS fellowship attachment for two in Honiara, VMS Training, ANCORS – June 2011</li> <li>• Subregional Training attendance, Debriefers workshop,</li> <li>• Distribution of financial shares and administration of PDF share allocation.</li> <li>• Provision of catch data and non-reporting activities.</li> <li>• Advisory service on annual and special meetings, including provision of Brief for renegotiation and TWG works.</li> <li>• With exception of Australia and New Zealand, provision of funding assistance for attendance of one representative to meetings.</li> </ul>
FSM	<ul style="list-style-type: none"> <li>• Provided on average 5 alerts daily of illegal or possible illegal activities in EEZ and adjacent High Seas.</li> <li>• Financial support for VMS related expenses, MTU inspection training for in-country VMS/MCS enforcement officers, VMS fellowship attachment for two in Honiara, VMS Training, ANCORS – June 2011</li> <li>• National Training Course, Debriefers workshop, Coordinators Workshop</li> <li>• Purchased IT Equipment for NORMA and Maritime Police New Server Commissioning, TUFMAN v6 Upgrade, TUFMAN MCS Development. License submission tool Vessel Data comparison</li> <li>• Distribution of financial shares and administration of PDF share allocation.</li> <li>• Provision of catch data and non-reporting activities.</li> <li>• Advisory service on annual and special meetings, including provision of Brief for renegotiation and TWG works.</li> <li>• With exception of Australia and New Zealand, provision of funding assistance for attendance of one representative to meetings.</li> </ul>

## ASSISTANCE TO MEMBER COUNTRIES


Fiji	<ul style="list-style-type: none"> <li>• Provided on average 3 alerts daily of illegal or possible illegal activities in EEZ and adjacent High Seas.</li> <li>• Financial support for VMS related expenses, VMS Training, ANCORS – June 2011</li> <li>• Subregional training attendance, Debriefers workshop, Coordinators Workshop</li> <li>• Distribution of financial shares and administration of PDF share allocation.</li> <li>• Provision of catch data and non-reporting activities.</li> <li>• Advisory service on annual and special meetings, including provision of Brief for renegotiation and TWG works.</li> <li>• With exception of Australia and New Zealand, provision of funding assistance for attendance of one representative to meetings.</li> </ul>
Kiribati	<ul style="list-style-type: none"> <li>• Provided on average 5 alerts daily of illegal or possible illegal activities in EEZ and adjacent High Seas.</li> <li>• VMS fellowship attachment for two in Honiara, VMS Training, ANCORS – June 2011</li> <li>• Debriefers workshop, Coordinators workshop</li> <li>• RAM Upgrade for TUFMAN desktops. Purchased IT Equipment (GEF Funded) Assisted with TUFMAN v6 Upgrade TUFMAN MCS Deployment License submission tool</li> <li>• Distribution of financial shares and administration of PDF share allocation.</li> <li>• Provision of catch data and non-reporting activities.</li> <li>• Advisory service on annual and special meetings, including provision of Brief for renegotiation and TWG works.</li> <li>• With exception of Australia and New Zealand, provision of funding assistance for attendance of one representative to meetings.</li> </ul>
RMI	<ul style="list-style-type: none"> <li>• Provided on average 3 alerts daily of illegal or possible illegal activities in EEZ and adjacent High Seas.</li> <li>• Financial support for VMS related expenses, VMS Training, ANCORS – June 2011</li> <li>• Subregional Training attendance, Debriefers workshop, Coordinators workshop</li> <li>• Distribution of financial shares and administration of PDF share allocation.</li> <li>• Provision of catch data and non-reporting activities.</li> <li>• Advisory service on annual and special meetings, including provision of Brief for renegotiation and TWG works.</li> <li>• With exception of Australia and New Zealand, provision of funding assistance for attendance of one representative to meetings.</li> </ul>
Nauru	<ul style="list-style-type: none"> <li>• Provided on average 3 alerts daily of illegal or possible illegal activities in EEZ and adjacent High Seas.</li> <li>• Assisted Nauru in locating Observer information regarding 2 Japanese long line vessels.</li> <li>• VMS Training, ANCORS – June 2011</li> <li>• Subregional Training attendance, Debriefers workshop, Coordinators workshop</li> <li>• Distribution of financial shares and administration of PDF share allocation.</li> <li>• Provision of catch data and non-reporting activities.</li> <li>• Advisory service on annual and special meetings, including provision of Brief for renegotiation and TWG works.</li> <li>• With exception of Australia and New Zealand, provision of funding assistance for attendance of one representative to meetings.</li> </ul>
New Zealand	<ul style="list-style-type: none"> <li>• Provided support to NORPAT surveillance patrols.</li> <li>• VMS Training, ANCORS – June 2011</li> <li>• Distribution of financial shares and administration of PDF share allocation.</li> <li>• Provision of catch data and non-reporting activities.</li> <li>• Advisory service on annual and special meetings, including provision of Brief for renegotiation and TWG works.</li> </ul>

## ASSISTANCE TO MEMBER COUNTRIES

Niue	<ul style="list-style-type: none"> <li>• Monitor Niue EEZ on their behalf due to poor internet connectivity to access FFA VMS picture</li> <li>• Financial support for VMS related expenses, VMS Training, ANCORS – June 2011</li> <li>• Distribution of financial shares and administration of PDF share allocation.</li> <li>• Provision of catch data and non-reporting activities.</li> <li>• Advisory service on annual and special meetings, including provision of Brief for renegotiation and TWG works.</li> <li>• With exception of Australia and New Zealand, provision of funding assistance for attendance of one representative to meetings.</li> </ul>
Palau	<ul style="list-style-type: none"> <li>• Provided on average 5 alerts daily of illegal or possible illegal activities in EEZ and adjacent High Seas.</li> <li>• Financial support for VMS related expenses, MTU inspection training for in-country VMS/MCS enforcement officers, VMS Training, ANCORS – June 2011</li> <li>• Subregional Training attendance, Debriefers workshop, Coordinators workshop</li> <li>• Assisted with TUFMAN v6 Upgrade</li> <li>• Distribution of financial shares and administration of PDF share allocation.</li> <li>• Provision of catch data and non-reporting activities.</li> <li>• Advisory service on annual and special meetings, including provision of Brief for renegotiation and TWG works.</li> <li>• With exception of Australia and New Zealand, provision of funding assistance for attendance of one representative to meetings.</li> </ul>
PNG	<ul style="list-style-type: none"> <li>• Assisted PNG in the investigation of Carrier Vessel HAN YI case for alleged infringement in PNG EEZ.</li> <li>• Consulted with PNG to comply with FFA Vessel Register requirements resulting in substantial payment of outstanding registration fees to FFA.</li> <li>• VMS Training, ANCORS – June 2011</li> <li>• Debriefers workshop, Coordinators Workshop</li> <li>• Distribution of financial shares and administration of PDF share allocation.</li> <li>• Provision of catch data and non-reporting activities.</li> <li>• Advisory service on annual and special meetings, including provision of Brief for renegotiation and TWG works.</li> <li>• With exception of Australia and New Zealand, provision of funding assistance for attendance of one representative to meetings.</li> </ul>
Samoa	<ul style="list-style-type: none"> <li>• Provided on average 3 alerts daily of illegal or possible illegal activities in EEZ and adjacent High Seas.</li> <li>• Financial support for VMS related expenses, VMS Training, ANCORS – June 2011</li> <li>• Subregional Observer Training attendance,</li> <li>• Distribution of financial shares and administration of PDF share allocation.</li> <li>• Provision of catch data and non-reporting activities.</li> <li>• Advisory service on annual and special meetings, including provision of Brief for renegotiation and TWG works.</li> <li>• With exception of Australia and New Zealand, provision of funding assistance for attendance of one representative to meetings.</li> </ul>
Solomon Is	<ul style="list-style-type: none"> <li>• Provided on average 5 alerts daily of illegal or possible illegal activities in EEZ and adjacent High Seas.</li> <li>• Assisted Solomon Islands with WCPFC IUU listing of 7 Chinese flag vessels.</li> <li>• Assisted Solomon Islands in FU HAO 168 case resulting in SBD1 million fine.</li> <li>• Assisted Solomon Islands in SAN SHENG SHIANG 668 and CHI TE CHENG 166 case resulting in SBD1 million fine each to the vessels.</li> <li>• Assisted Solomon Islands on FAIR VICTORY 707 case. Case withdrawn due to inconsistency in closed area in FSMA but further assisted Solomon Islands to progress the proposed amendment to the closed area in the FSMA text.</li> <li>• Provided an analysed snapshot of Solomon Islands EEZ to support RNZAF NORPAT patrol.</li> <li>• VMS Training, ANCORS – June 2011</li> <li>• National Observer training planned June, Debriefers workshop, Coordinators workshop</li> <li>• IT has assisted Solomon Fisheries in terms of providing technical advice on specific ICT needs as requested on ad hoc basis as well as providing backup supports for the database system implemented for instance the License Database</li> </ul>

## ASSISTANCE TO MEMBER COUNTRIES

Solomon Is (cont)	<ul style="list-style-type: none"> <li>• Distribution of financial shares and administration of PDF share allocation.</li> <li>• Provision of catch data and non-reporting activities.</li> <li>• Advisory service on annual and special meetings, including provision of Brief for renegotiation and TWG works.</li> <li>• With exception of Australia and New Zealand, provision of funding assistance for attendance of one representative to meetings.</li> </ul>
Tokelau	<ul style="list-style-type: none"> <li>• Provided on average 1 alert daily of illegal or possible illegal activities in EEZ and adjacent High Seas.</li> <li>• VMS Training, ANCORS – June 2011</li> <li>• Distribution of financial shares and administration of PDF share allocation.</li> <li>• Provision of catch data and non-reporting activities.</li> <li>• Advisory service on annual and special meetings, including provision of Brief for renegotiation and TWG works.</li> <li>• With exception of Australia and New Zealand, provision of funding assistance for attendance of one representative to meetings.</li> </ul>
Tonga	<ul style="list-style-type: none"> <li>• Provided on average 1 alert daily of illegal or possible illegal activities in EEZ and adjacent High Seas.</li> <li>• Financial support for VMS related expenses, VMS Training, ANCORS – June 2011</li> <li>• Debriefers Workshop, Coordinators workshop</li> <li>• Distribution of financial shares and administration of PDF share allocation.</li> <li>• Provision of catch data and non-reporting activities.</li> <li>• Advisory service on annual and special meetings, including provision of Brief for renegotiation and TWG works.</li> <li>• With exception of Australia and New Zealand, provision of funding assistance for attendance of one representative to meetings.</li> </ul>
Tuvalu	<ul style="list-style-type: none"> <li>• Provided on average 5 alert daily of illegal or possible illegal activities in EEZ and adjacent High Seas.</li> <li>• Assisted Tuvalu in LIAO DA GAN YU 55049 case resulting in USD10,000 fine for minor infringements in Tuvalu EEZ</li> <li>• Assisted Tuvalu in K.CAMELLIA case. Investigation is still ongoing.</li> <li>• Financial support for VMS related expenses, VMS Training, ANCORS – June 2011.</li> <li>• Debriefers workshop</li> <li>• Provided hardware purchasing assistance (own funds) Fisheries server updates License submission tool</li> <li>• Distribution of financial shares and administration of PDF share allocation.</li> <li>• Provision of catch data and non-reporting activities.</li> <li>• Advisory service on annual and special meetings, including provision of Brief for renegotiation and TWG works.</li> <li>• With exception of Australia and New Zealand, provision of funding assistance for attendance of one representative to meetings.</li> </ul>
Vanuatu	<ul style="list-style-type: none"> <li>• Provided on average 5 alert daily of illegal or possible illegal activities in EEZ and adjacent High Seas.</li> <li>• Monitor 3 long line vessels of interest for Vanuatu for a period of time for possible transshipment at sea. The vessels were included in the VOI list.</li> <li>• VMS fellowship attachment for one in Honiara, MTU inspection training for in-country VMS/ MCS enforcement officers (Mar 2011), VMS Training, ANCORS – June 2011</li> <li>• Subregional Observer training</li> <li>• Provided hardware purchasing assistance (own funds) Fisheries server updates License submission tool</li> <li>• Distribution of financial shares and administration of PDF share allocation.</li> <li>• Provision of catch data and non-reporting activities.</li> <li>• Advisory service on annual and special meetings, including provision of Brief for renegotiation and TWG works.</li> <li>• With exception of Australia and New Zealand, provision of funding assistance for attendance of one representative to meetings.</li> </ul>



## (e) Corporate Services

### Summary of Progress

Over the course of the year the Corporate Services Division continued to provide support services to technical divisions as well as further refining systems and processes as part of FFA Internal Reforms. The global financial crisis continued to impact the Secretariat through delayed receipt of donor funding. Uncertainty in timing of funds resulted in delay of projects in technical Divisions. In addition, strategic work undertaken by the Performance Management Unit has continued to provide management advice in organisational development aspects and Secretariat performance management.

### Key Results Achieved

#### Corporate Services Division

Internal reforms -

- Refinement of the Output Budget format
  - allowing development of detailed forecasts for the medium term,
  - streamlining the budget formulation process as well as increasing its accuracy and utility
  - incorporated mechanism for linkage with individual staff responsibilities
- Review and development of a new integrated performance management system
  - Creating linkages between organisational goals, the eventual execution of strategy at the individual level and the remuneration system.
  - Links of divisional work-plans, and appraisal system
- Review of business processes – Review financial management processes, for example,
  - revised structure supporting procurement,
  - clarified levels of authority and limits
  - established virement systems for re-allocation of resources during the fiscal year
- Upgrade of Financial Information Management system and Payroll system
  - Implementation and review of new Finance Manual.
- Review of Corporate policies and Staff Regulations
- Development of HR Strategy incorporating all the integrated components from Human resources responsibilities, organisational values to budget metrics and desired behaviours



- Job evaluation of all positions
- Piloting of Human Resource Information system
- Capability development of corporate staff and management in corporate processes
- Assisted Technical divisions prepare for national level work under the Regional Strategies.
- Review organisational structure for the Finance Section and job loadings

### Impact

- More timely services through use of automated Human Resource Information System being piloted
- Improved integration of the strategic planning framework
- Enhanced collaboration in Output budget formulation and improved capability for devolved financial management
- Greater clarity in resource requirements over the medium term as well as annual work programme and budget
- Improved capability to provide timely financial reporting
- Strengthened monitoring and evaluation framework
- Capability planning and development process which is facilitated by the Division has been instrumental in addressing capability gaps including the identification of training needs analysis as well as process faults and staffing needs



## Issues

Issues facing the Corporate Services revolve around the capability gaps the Division faces in terms of providing the services required of it by the technical sections.

- Growth in responsibilities – same number of staff

The Corporate Services current structure is best suited to its previous role as operational or logistical support in nature. The growth of the Secretariat over the years has not only increased the volume but also the complexity of work handled by CSD. The added responsibilities in recent years to include strategic function in planning, organisational development, performance evaluation and impact assessment has added a further layer to the already hectic work of the Division. CSD has grown to cover the full range of support work, ranging from strategic planning, resource management to logistics. Staff numbers however has remained the same in the last six years. Internal reforms that have improved budgeting and performance management have been undertaken by professional staff recruited over the last three years.

- Shared responsibilities for vacant positions-heavy job-loadings – interim measure

The limited number of staff has impacted on job-loadings as well as forgoing some of the essential task for instance limited opportunities for updating and developing staff skills. Another important work that has been affected is the “change management” required to support and ground the internal reforms that are being undertaken across the agency.

Existing staff are stretched to cope with the growth in volume of work from the traditional role of CSD. While sharing of work amongst the existing staff has helped in providing the required services, the fact remains that this is only meant to be an interim measure. Planned upgrade of the financial information system and automation of human resources information system is expected to improve efficiency in these areas.

- Broader understanding of work and greater multi-skilling

A positive impact of the reduced number of staff and shouldering of responsibilities by those remaining has been a broader understanding, multi-skilling and motivation that has been brought about by job-enlargement. The necessity to learn new skills often on the trot has also meant staff are better able to provide a wider range of services than was possible several years ago. The internal review of systems and processes conducted during the year has focused on addressing these issues systematically. The fact is however clear, FFA is understaffed across all the Divisions to deliver the range of services and results expected of the Secretariat.

## Opportunities

- Improved efficiencies from upgraded Financial Information system, and potential in future for a common platform for human resources information and payroll management
- Enhanced ownership of the Annual Work Programme and Budget and its management
- Opportunity for automation of manual HR systems and ability for on-line self-service
- Increased capacity for value-adding in strategic planning and impact assessment at the country level

# Fisheries Management and Development Activities

## Palau

- Assist re bilateral access negotiations (VDS specific)
- Assessed WCPFC Implementation
- Commenced Institutional Strengthening Review
- Legislative assistance
- Valuation of locally-based long-line fisheries catches
- Caucus advice and technical briefings - UST & TWG etc
- Funding meeting attendance.

## Federated States of Micronesia

- Legal assistance re prosecuting ROP breaches.
- Legislative assistance
- Build national capacity - legislative review
- Scoping for set up of Competent Authority
- Advice on a proposal for exclusive fishing rights
- Assistance re integrating VDS into access agreements.
- Assist develop integrated fisheries investment projects
- Caucus advice and technical briefings - UST & TWG etc
- Funding meeting attendance

## Republic of Marshall Islands

- Delivery of EAFM Report
- Development of CSLA
- Scoping for set up of a Competent Authority
- Draft Tuna Fisheries Development Plan
- Developed Tuna Fisheries Investment Brochure
- Scoping for a pilot pole and line project
- Caucus advice and technical briefings - UST & TWG etc
- Funding meeting attendance
- Legislative assistance

## Solomon Islands

- Assist Chair of the PNA PS VDS TWG
- Commenced EAFM
- Legislative assistance
- Development of Tuna Investment Strategy
- Study on trade opportunities
- Revitalisation of the pole and line fishery
- Advice on access negotiations with 3 DWFNs
- Access brief for negotiations with New Zealand.
- Advice on onshore investment projects
- Project Coordinator in MFMRD
- JV Agreement template adopted
- Caucus advice and technical briefings - UST & TWG etc
- Funding meeting attendance.

## Papua New Guinea

- Assist TCC6 preparations, national brief and TCC Chair.
- Assisted investigation of alleged infringement .
- Finalised reconciliations of VR fees.
- Facilitated annual meeting between Industry, Associatn and NFA
- Caucus advice and technical briefings - UST & TWG etc
- Funding meeting attendance.

## Vanuatu

- WCPFC Issues – Pt 2 reports, CMMs;
- Legislative assistance
- Workshop on alternative longline management
- Inputs to establish the Competent Authority.
- REI Incountry adviser for Competent Authority
- Caucus advice and technical briefings - UST & TWG etc
- Funding meeting attendance.

## Fiji

- Country Service Level Agreement completed
- Assist in Tuna Development and Management Plans;
- Institutional Strengthening assistance;
- Legislative assistance
- MCS Criteria evaluation of albacore longline fishery.
- Caucus advice and technical briefings - UST & TWG etc
- Funding meeting attendance

## Australia

- Support Joint Fisheries and Justice Mnisterial Meeting
- VMS Training, ANCORS
- Caucus advice and technical briefings - UST & TWG etc





## Nauru

- Regional meetings advice
- Completion of first CSLA
- National workshop & advice on Longline VDS
- Concept paper on bunkering development
- Brief for access negotiation with Japan
- Drafting of investment strategy
- Assist evaluation & negotiation of JV proposals
- JV Agreement template adopted

## Kiribati

- Delivery of EAFM Report
- Revised Tuna Management Plan
- Assistance with Legislative Review
- Institutional Strengthening commenced.
- Scoping for set up of Competent Authority.
- Develop programme for pilot pole and line project
- Data and purse seine modelling for 2 DWFNs fleets
- Analysis and evaluation support for foreign investment proposals
- Project coordinator based in MFMRD
- JV Agreement template adopted
- WCPFC Issues – Pt 2 reports, CMMs.
- Legislative assistance
- Building national capacity – 2 legal attachments
- Caucus advice and technical briefings - UST & TWG etc
- Funding meeting attendance

## Cook Islands

- Advice - CMM - Eastern High Seas Pocket.
- Review programs for underutilised fisheries.
- Legislative assistance
- Scoping for set up of Competent Authority
- HACCP plan for seafood value adding plant
- Te Vaka Moana study - enhancing domestic returns

## Tuvalu

- Delivered final EAFM Report
- Revised Tuna Management and Development Plan
- Commenced Institutional Strengthening
- WCPFC Issues – Pt 2 reports, CMMs;
- Legislative assistance
- Building national capacity - legislative review
- Analysis of longline and purse seine proposals
- Commercial adviser in Fiji, serving Tuvalu
- JV Agreement template adopted
- Caucus advice and technical briefings - UST & TWG etc
- Funding meeting attendance.

## Tonga

- Revised Tuna Management and Development Plan
- Developed first draft NPOA (Shark)
- Legislative assistance
- WCPFC Issues – Pt 2 reports, CMMs;
- Te Vaka Moana Study - enhancing domestic returns
- Options for long-line fishery reactivation
- Caucus advice and technical briefings - UST & TWG etc
- Funding meeting attendance.

## Tokelau

- Delivered final EAFM Report
- First draft Tuna Management and Development Plan
- Completed CSLA
- Brief on joint venture options
- Te Vaka Moana Study - enhancing domestic returns
- Caucus advice and technical briefings - UST & TWG etc
- Funding meeting attendance.

## Niue

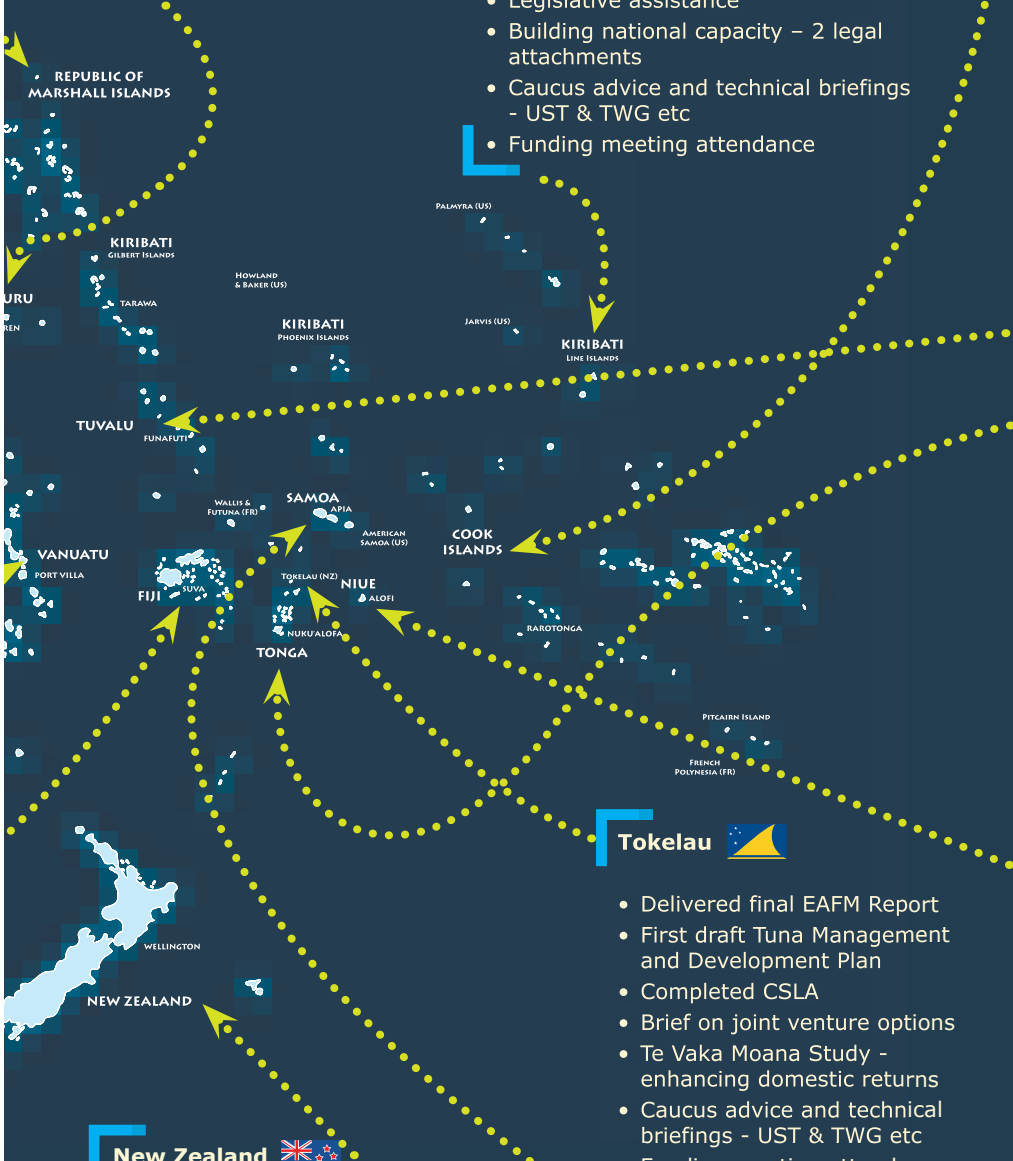
- Advice re management of shark depredation
- Legislative assistance
- Advice on Niue EEZ access.
- Advice on options to rehabilitate processing plant
- Exploring options to improve port facilities
- Caucus advice and technical briefings - UST & TWG etc
- Fund Meeting attendance.

## New Zealand

- Te Vaka Moana Study -NZAID funded
- Provision of catch data and non-reporting activities.
- Caucus advice and technical briefings - UST & TWG etc

## Samoa

- Revised Tuna Management and Development Plan
- Commenced implementing tasks under TMDP
- Legislative assistance
- Building national capacity re legislative review
- Completed CSLA
- Te Vaka Moana Study - enhancing domestic returns
- Caucus advice and technical briefings - UST & TWG etc



# Fisheries Operations Activities

## Palau

- MCS daily coverage of EEZ and High Seas
- Financial support for VMS expenses, ,
- MTU inspection training VMS/MCS enforcement staff
- VMS Training, ANCORS
- Workshops attendance, Debriefers & Coordinators
- Assisted with TUFMAN v6 Upgrade
- PDF administration.
- Provision of catch data and non-reporting activities.

## Federated States of Micronesia

- MCS daily coverage of EEZ and High Seas
- Funding support - VMS expenses,
- 2 VMS attachment HQ FFA,
- ANCORS Training - NFOSC
- MTU inspection training
- 2 National Workshops - Debriefers, Coordinators
- IT Equipment for national authorities
- TUFMAN v6 Development & Upgrade,
- License submission tool Vessel Data comparison
- PDF administration.
- Provision of catch data and non-reporting activities.

## Republic of Marshall Islands

- MCS daily coverage of EEZ and High Seas
- Funding of VMS expenses, VMS Training, ANCORS
- Subregional workshops, Debriefers & Coordinators
- PDF administration.
- Provision of catch data and non-reporting activities.

## Solomon Islands

- MCS daily coverage of EEZ and High Seas
- Assist with WCPFC IUU listing of 7 vessels.
- Assist prosecution 3 IUU cases - SBD3 million fine.
- Assist proposed amendment to FSMA text
- Analysis of SI EEZ to support RNZAF NORPAT patrol.
- VMS Training, ANCORS
- Trainings- Observer, Debriefers & Coordinators
- Adhoc IT support of Solomon Fisheries
- PDF administration.
- Provision of catch data and non-reporting activities.

## Papua New Guinea

- VMS Training, ANCORS
- Debriefers & Coordinators Workshop
- PDF administration.
- Provision of catch data and non-reporting activities.

## Vanuatu

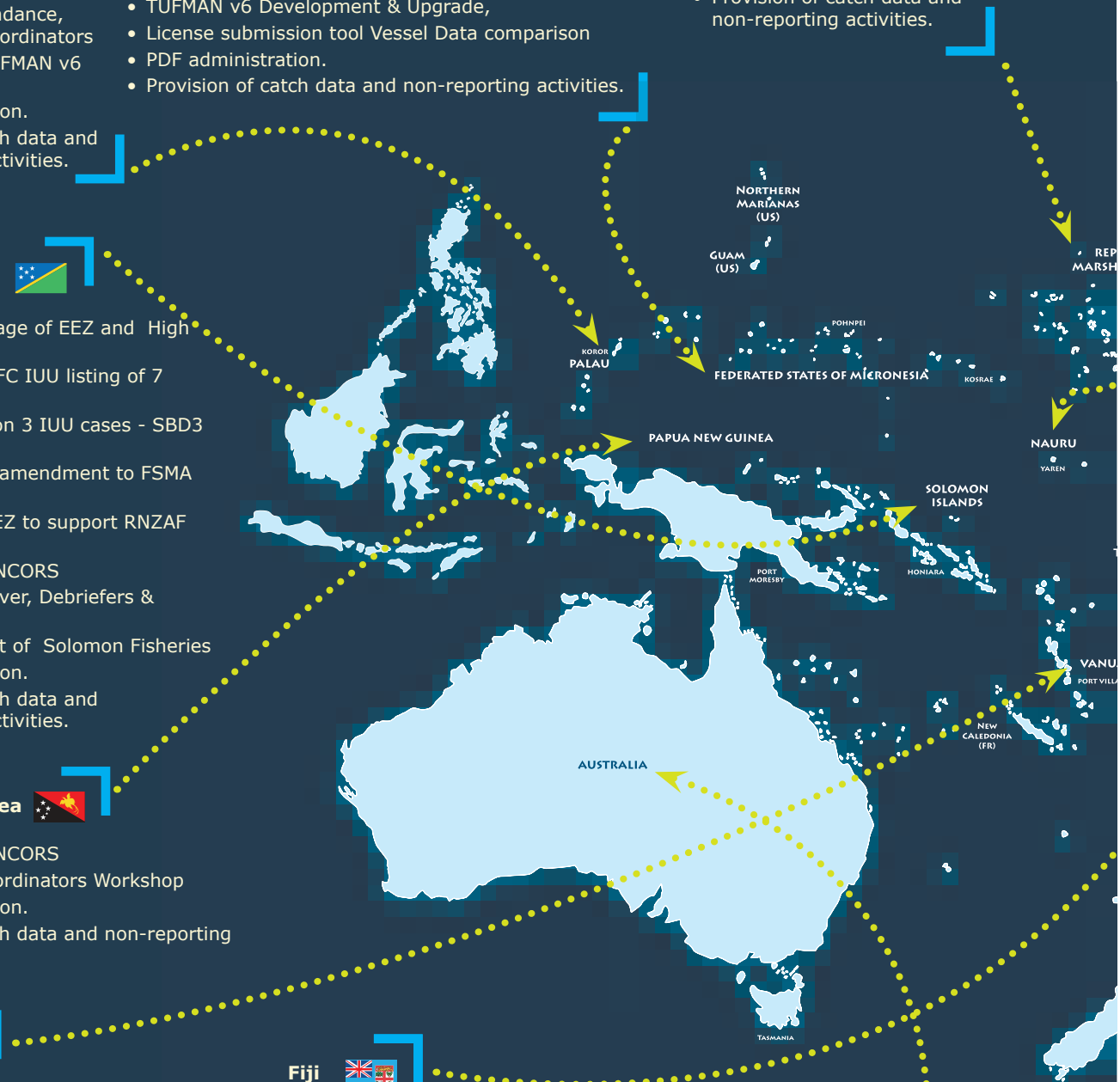
- RMCSS – Compliance review; MCS Plans
- MCS daily coverage of EEZ and High Seas
- Monitor 3 vessels of interest - placed on VOI list.
- 1 VMS attachment in FFA HQ,
- MTU inspection training VMS Training,
- Training ANCORS
- Subregional Observer training
- Advised on IT hardware purchase
- Server updates License submission tool
- PDF administration
- Provision of catch data and non-reporting activities.

## Fiji

- RMCSS – Compliance review
- WCPFC Issues, Pt 2 reports, CMMS
- Legislative assistance
- MCS daily coverage of EEZ and High Seas
- Financial support for VMS expenses,
- VMS Training, ANCORS
- Subregional workshops - Debriefers & Coordinators
- PDF administration.
- Provision of catch data and non-reporting activities.

## Australia

- PDF administration.
- Technical Data management



### Nauru

- Caucus advice and technical briefings - UST & TWG etc
- Fund Meeting attendance.
- MCS daily coverage of EEZ and High Seas
- Observer information on 2 long line vessels.
- VMS Training, ANCORS
- Subregional workshops - Debriefers & Coordinators
- PDF administration.
- Provision of catch data and non-reporting activities.

### Kiribati

- MCS daily coverage of EEZ and High Seas
- 2 VMS attachment in FFA HQ Honiara,
- VMS Training, ANCORS
- Debriefers workshop, Coordinators workshop
- RAM Upgrade for TUFMAN desktops.
- IT Equipment for authorities
- Assisted with TUFMAN v6 Upgrade
- TUFMAN MCS Deployment
- License submission tool
- PDF administration
- Provision of catch data and non-reporting activities.

### Cook Islands

- MCS daily coverage of EEZ and High Seas
- 2 VMS attachments, HQ FFA,
- VMS Training, ANCORS
- Subregional Training - Debriefers workshop,
- PDF administration.
- Technical Data management
- Caucus advice and technical briefings - UST & TWG etc
- Funding meeting attendance .

### Tuvalu

- RMCSS – Compliance review; MCS Plan & Priorities;
- MCS daily coverage of EEZ and High Seas
- Assisted IUU case resulting in USD10,000 fine
- Assisted Tuvalu in IUU case - still ongoing.
- Funding of VMS expenses,
- VMS Training, ANCORS .
- Debriefers workshop
- Advised on IT hardware purchase
- Server updates License submission tool
- PDF administration
- Provision of catch data and non-reporting activities.

### Tonga

- MCS daily coverage of EEZ and High Seas
- Funding of VMS expenses,
- VMS Training, ANCORS
- Workshops - Debriefers & Coordinators
- PDF administration
- Provision of catch data and non-reporting activities.

### Tokelau

- MCS daily coverage of EEZ and High Seas
- VMS Training, ANCORS
- PDF administration.
- Provision of catch data and non-reporting activities.

### Niue

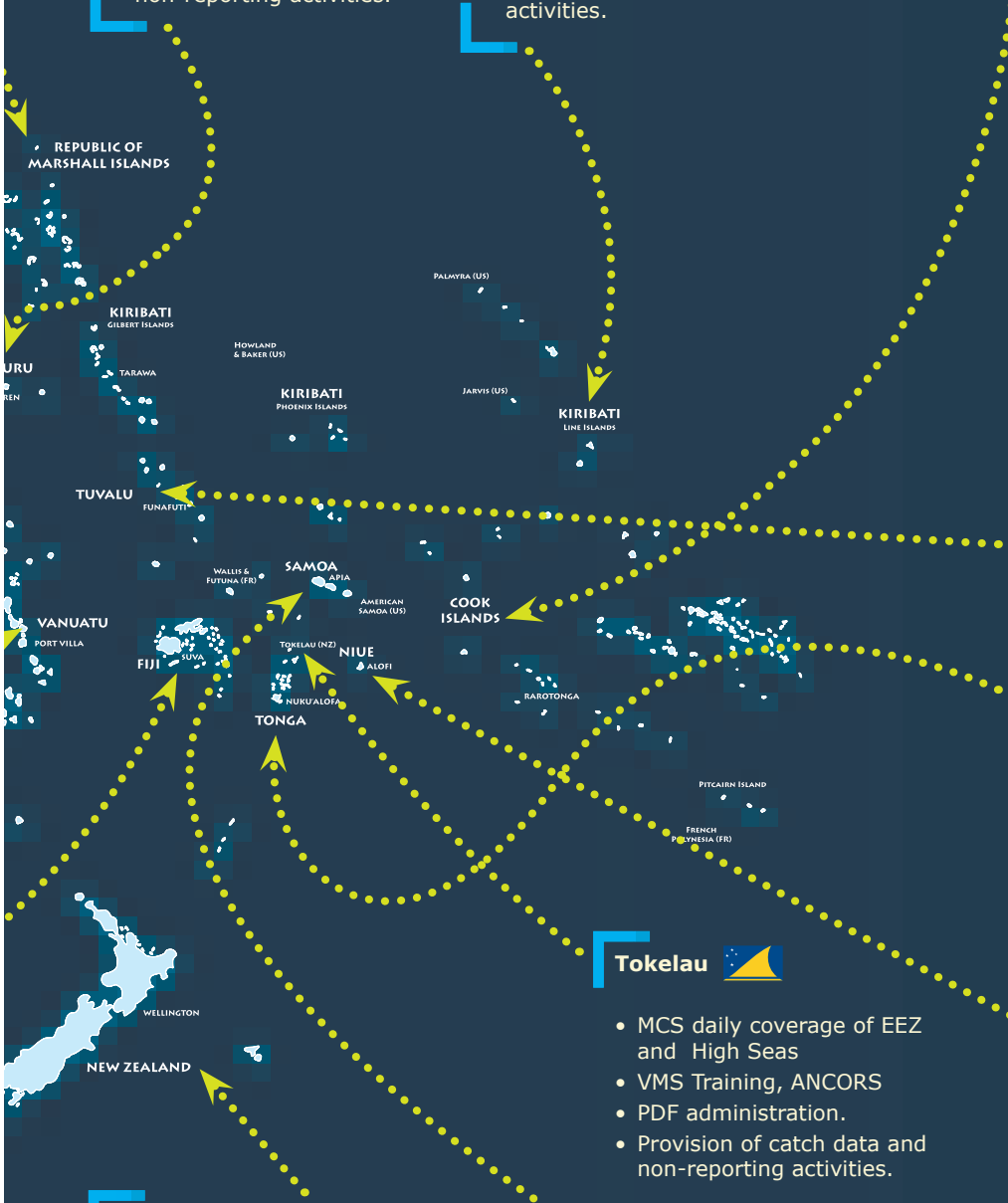
- Monitor Niue EEZ - no access to FFA VMS
- Te Vaka Moana Study - enhancing domestic returns
- PDF administration.
- Provision of catch data and non-reporting activities.

### New Zealand

- Support to NORPAT surveillance patrols.
- VMS Training, ANCORS
- PDF administration.

### Samoa

- Funding meeting attendance.
- MCS daily coverage of EEZ and High Seas
- Funding of VMS expenses,
- VMS Training, ANCORS
- Subregional Observer Training attendance,
- PDF administration.
- Provision of catch data and non-reporting activities.



# Assessing Results

So, with so much done what have we achieved?

This section provide self-assessments of work undertaken by each Output/Division in terms of the SOI FY2010/11-2012/13 indicators.

The M&E architecture which is reflected in the SOI “Operating Intentions” section (in yellow below), provides linkages of operations to Strategic goals through midterm results service logic.

Preliminary tests indicate that the choice of FFA activities selected to achieve the medium term results are robust. Capability gaps are being addressed proactively.

The Performance Management Unit will be verifying results of assessments in the coming months.

## (a) Fisheries Management

The following is an extract from the SOI, section on “Operating Intentions” for the Fisheries Management Output.

The matrix following immediately after is a self assessment of results so far, measured against the SOI indicators.

The following table is a self-assessment by the Division on progress of their work in achieving

### From “SOI FY2010-11-2012-13”

#### Outcome - High Level Result/impact/objective 1

Effective fisheries management regimes and frameworks in place and supported to ensure that Tuna and other important fishery resources are developed and harvested sustainably.

#### What are we seeking to achieve? (Results Service Logic)

Develop model management and legal frameworks that assist members to develop and implement alternative zone-based arrangements that:

- address national priorities and key issues;
- promote sustainable development and exploitation of tuna resources;
- ensure maximum economic returns from tuna fisheries;
- meet sub-regional, regional and international obligations;
- strengthen domestic development aspirations within sustainable limits; and,
- protect the rights of FFA members.

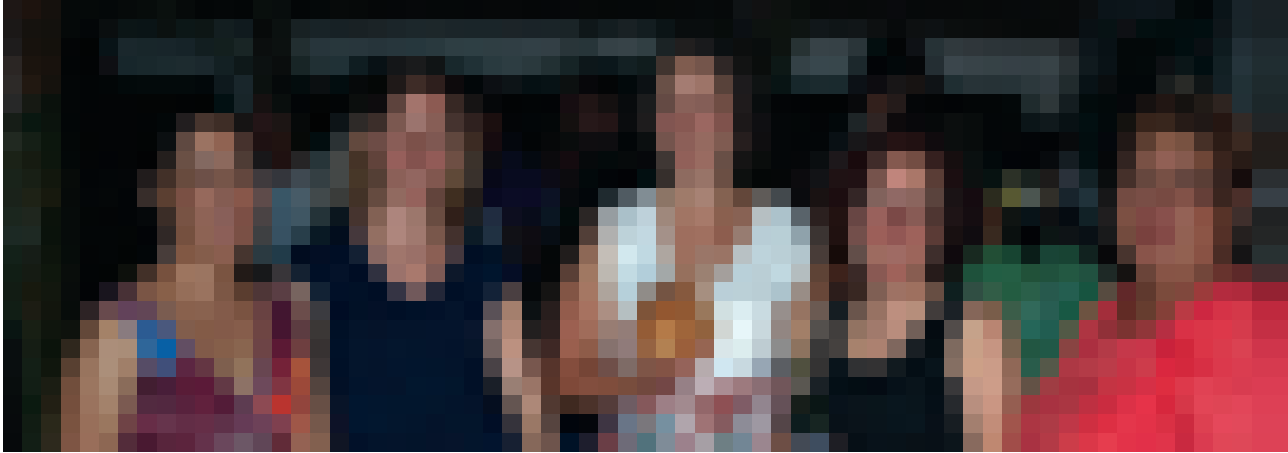
#### How will we demonstrate success in achieving this? (Indicators)

- Commitment at all levels within the FFA membership to establish effective national, sub-regional and regional management regimes;
- High level of transparency, accountability and governance in institutional processes, policies and legal frameworks,
- Success of FFA proposals to WCPFC/SPRFMO and more generally, Commission outcomes that accommodate and reflect FFA requirements
- Increase in “compliance” rates of FFA members with Commission requirements as reported by WCPFC Secretariat.
- Growing number of successful domestic fisheries; and
- that tuna resources are harvested within sustainable limits.



Assessing results   Divisional assessment of their work against the SOI indicators.		
Commitment at all levels within the FFA membership to establish effective national, sub-regional and regional management regimes;	<b>COMMENTS TO SUPPORT SELF ASSESSMENT</b>	<b>Assessment</b>
	All members reflect principles of sustainable management, EAFM and the Precautionary Approach in national legislation. FFA negotiating positions at WCPFC and more broadly continue to seek best practice management.	Not at all
	Various proposals and management arrangement implemented throughout the year to reduce fishing mortality.	1/4 achieved
	All members are committed to progressing priority conservation and management measures in 2011.	1/2 achieved
High level of transparency, accountability and governance in institutional processes, policies and legal frameworks,	Some challenges remain in implementing this commitment and these are being incrementally addressed.	3/4 achieved
	<b>COMMENTS TO SUPPORT SELF ASSESSMENT</b>	<b>Assessment</b>
	New observers to FFC accepted throughout the year. In particular, PITIA now participates actively in FFC deliberations, providing greater transparency and participation for the private sector.	Not at all
	National level work continues to focus on opportunities and mechanisms to ensure more direct engagement with industry and other stakeholders.	1/4 achieved
Success of FFA proposals to WCPFC/SPRFMO and more generally, Commission outcomes that accommodate and reflect FFA requirements	FFA continues to liaise actively with other stakeholders such as the NGO community.	1/2 achieved
	FFA positions and decisions are actively promoted in the global context such as through the Kobe process and FAO meetings and the publication of the RTMADS and RMCSS.	3/4 achieved
	<b>COMMENTS TO SUPPORT SELF ASSESSMENT</b>	<b>Assessment</b>
	WCPFC continues to make decisions by consensus (voting procedures have not been implemented), meaning that some FFA proposals that should have been adopted were not.	Not at all
However, the majority of WCPFC CMMs are based on FFA (or FFA member) proposals.	1/4 achieved	
Those CCMs based on non-FFA proposals are always modified to meet FFA requirements prior to agreement.	1/2 achieved	
		3/4 achieved
		Fully achieved

Assessing results   Divisional assessment of their work against the SOI indicators.		
Increase in “compliance” rates of FFA members with Commission requirements as reported by WCPFC Secretariat.	<p><b>COMMENTS TO SUPPORT SELF ASSESSMENT</b></p> <p>Too difficult to assess at this time.</p> <p>WCPFC Secretariat continues to struggle to receive sufficient data and other information in order to display robust compliance profiles.</p> <p>Two bodies of work being undertaken throughout 2011 will assist this (Compliance Monitoring Scheme and streamlining Part 2 Annual Reports) are being led by FFA members.</p>	<p><b>Assessment</b></p> <p>Not at all</p> <p>1/4 achieved</p> <p>1/2 achieved</p> <p>3/4 achieved</p> <p>Too difficult to assess at this time</p>
	<p><b>COMMENTS TO SUPPORT SELF ASSESSMENT</b></p> <p>Reflagging of vessels to FFA registries continues to increase, with associated benefits accruing.</p> <p>Several members continue to develop fisheries on an incremental basis.</p> <p>However, more progress is always required, particularly in terms of extending high seas fishery participation. Fishery remains dominated by DWFN vessels.</p>	<p><b>Assessment</b></p> <p>Not at all</p> <p>1/4 achieved</p> <p>1/2 achieved</p> <p>3/4 achieved</p> <p>Fully achieved</p>
	<p><b>COMMENTS TO SUPPORT SELF ASSESSMENT</b></p> <p>Difficult to quantitatively assess due to multi-species, multi-fishery context.</p> <p>Of the four key species (skipjack, yellowfin, bigeye and albacore), three (skipjack, yellowfin and albacore) are currently harvested at sustainable levels with relatively healthy standing stocks. Bigeye remains a management challenge and is the highest priority for regional issues in 2011.</p> <p>The other two assessed species relevant to FFA members (swordfish and striped marlin (southern)) are also deemed to be healthy.</p>	<p><b>Assessment</b></p> <p>Not at all</p> <p>1/4 achieved</p> <p>1/2 achieved</p> <p>3/4 achieved</p> <p>Difficult to assess at this time</p>
Growing number of successful domestic fisheries; and		
that tuna resources are harvested within sustainable limits		



## (b) Fisheries Development

The following is an extract from the SOI, section on "Operating Intentions" for the Fisheries Development Output.

The matrix following immediately after is a self assessment of results so far, measured against the SOI indicators.

### FROM the SOI FY2010-11

#### Outcome- High Level result/impact/objective 2

Tuna fisheries are developed to maximize social and economic benefits to members.

#### What are we seeking to achieve? (Results Service Logic)

- Improved returns from the exploitation of tuna resources.
- Members are able to make more informed fisheries development policy decisions.
- Fisheries management and development policies take account of the requirements of the private sector.
- Domestic tuna industry increases its share of the total fisheries catch and value.
- Increased income generated by small scale fishing and processing activities.
- Direct investment in the fisheries sector increased.

#### How will we demonstrate success in achieving this? (Indicators)

- Increased contribution of tuna earnings to GDP.
- Members adopting economic policies conducive to participation of private sector in the tuna industry.
- Domestic industry contribution to GDP increases.
- Increase in share of catch and value attributed to domestic fleets
- Increased share of the catch processed in plants established in FFA Member Countries

### Assessing results | Divisional assessment of their work against the SOI indicators.

Increased contribution of tuna earnings to GDP.	<b>COMMENTS TO SUPPORT SELF ASSESSMENT</b>	<b>Assessment</b>
	Movements not uniform across members. Overall an upward trend since 1999 with a decline in 2009	Not at all
		1/4 achieved
		1/2 achieved
		3/4 achieved
Fully achieved		
Members adopting economic policies conducive to participation of private sector in the tuna industry.	<b>COMMENTS TO SUPPORT SELF ASSESSMENT</b>	<b>Assessment</b>
	Management and Development Plans completed in most countries with ongoing reviews. Full implementation of plans is an issue. Service Level Agreements will enhance follow up.	Not at all
		1/4 achieved
		1/2 achieved
		3/4 achieved
Fully achieved		

<p>Domestic industry contribution to GDP increases</p>	<p><b>COMMENTS TO SUPPORT SELF ASSESSMENT</b></p> <p>Data not readily available so assessment is based on the share of catch value attributed to domestic fleets.</p> <p>The FFA-flagged vessels share of delivered values of the WCPO purse seine fishery value have increased over the years, from 9% in 1997 to a peak of 27% in 2004 and 2005 but lowering to 19% in 2008 and 2009). The overall rise in this contribution is attributed to the extent to which some FFA member states have succeeded in domesticating the purse seine industry through both establishing own fleets and in having foreign fleets based locally.</p> <p>The trends in the value of FFA fleet catches in the last five years show annual variations, largely a reflection of the impact of variations in economic conditions and entry and exit into the fishery.</p>	<p><b>Assessment</b></p> <p>Not at all</p> <p>1/4 achieved</p> <p>1/2 achieved</p> <p>3/4 achieved</p> <p>Fully achieved</p>
<p>Increase in share of catch and value attributed to domestic fleets</p>	<p><b>COMMENTS TO SUPPORT SELF ASSESSMENT</b></p> <p>See comments above.</p>	<p><b>Assessment</b></p> <p>Not at all</p> <p>1/4 achieved</p> <p>1/2 achieved</p> <p>3/4 achieved</p> <p>Fully achieved</p>
<p>Increased share of the catch processed in plants established in FFA Member Countries</p>	<p><b>COMMENTS TO SUPPORT SELF ASSESSMENT</b></p> <p>Data not readily available. The trends of tuna product export values by FFA member states provide useful indications of the progress and status of development of the tuna industry at the domestic harvesting and processing levels.</p> <p>The overall annual export values trend to the EU, US and Japan have shown steady growth over the years, from \$65 million in 2000 to \$169 million in 2005 and increasing further to 195 million in 2009.</p>	<p><b>Assessment</b></p> <p>Not at all</p> <p>1/4 achieved</p> <p>1/2 achieved</p> <p>3/4 achieved</p> <p>Fully achieved</p>



## (c) Fisheries Operations

The following is an extract from the SOI, section on "Operating Intentions" for the Fisheries Operations Division/ Output.

The matrix following immediately after is a self assessment of results so far, measured against the SOI indicators.

**FROM the SOI FY 2010/11- 2012/13**

### **Outcome/High Level Results/Impact**

Tuna and other important fisheries resources are harvested sustainably.

### **What are we seeking to achieve?**

These mirror the strategic objective in the Regional MCS Strategy. They are;

- National MCS frameworks based on best practice control and based on risk assessment frameworks
- Improved management of information useful for MCS purposes
- Improved understanding of the drivers and level of compliant and non-compliant behaviour
- Improved integration of MCS advice in fisheries management planning
- Improved management of information useful for MCS purposes
- Improved understanding of the level and drivers of compliant and non-compliant behaviour
- Capacity and capability to respond to risk/information/intelligence including human resources/ institutional set-up and enforcement assets
- Increased focus on voluntary compliance and innovative tools for awareness, enforcement, detection and penalty
- Enhanced influence on WCPFC measures for high seas/convention area
- Increased MCS coverage in support of fisheries management outcomes through application of MCS tools via market based measures and mechanisms
- Appropriate levels of human resource capacity
- Cost effective efficient MCS programmes
- Appropriately resourced institutions administering MCS programmes
- Compelling MCS engagement and influence
- To administer and manage the US treaty and FSMA efficiently and effectively to maximize social and economic benefits to the Parties

### How will we demonstrate success in achieving this?

By implementing the regional interventions identified

**Regional MCS Coordination Centre Regional Fisheries Surveillance Centre** The RFSC will support and build national MCS capacity through fellowships and attachments from members to the RFSC

**MCS Trainings** National and regional trainings and workshops will be conducted. For example Licensing Officers and Evidence and Investigation workshops.

**Data sharing and coordination** Analysing and responding to major concerns that are currently acting as an impediment; conducting needs and availability analysis to determine what data is available and what data is required

**Data sharing and coordination** Developing data security protocols to regulate the access to, and dissemination of, data in order to provide certainty to those who will be providing it as well as the incremental development of the systems, processes and infrastructure required to allow members to collect and provide the data and the secretariat to receive, manage and disseminate the data.

**Vessel Monitoring System** Improving system performance and capability building national capacity means to increase the coverage of the available VMS programmes (national, FFA, WCPFC

- the resolution of national boundaries and standardisation of maps in the region **Development of the FFA Electronic Vessel Registration**
- continue with the development of the FFA Electronic Vessel Registration (EVR) System to improve the efficiency of the registration process, promote client interactivity and also enhance internal data management and quality
- **Information Technology** Through IT services the Secretariat will promote knowledge management tools and training to assist members sustainably manage their tuna resources and maximize their economic benefits.

The following table is a self-assessment by the Division on progress of their work in achieving.

Assessing results   Divisional assessment of their work against the SOI indicators.		
<p><b>MCS Regional Fisheries Surveillance Centre</b> The RFSC will support and build national MCS capacity through fellowships and attachments from members to the RFSC</p>	<p><b>COMMENTS TO SUPPORT SELF ASSESSMENT</b></p> <p>The Regional Fisheries Surveillance Centre continued in the role of coordinating regional MCS activities and the involvement of the Quadrilateral Defence Force assets. Planning and execution of four (4) major regional multilateral MCS operations.</p>	<p>Assessment</p> <p>Not at all</p> <hr/> <p>1/4 achieved</p> <hr/> <p>1/2 achieved</p> <hr/> <p>3/4 achieved</p> <hr/> <p>Fully achieved</p>
	<p>The aim is to improve the communications and network used by FFA members to enhance the regional MCS effort and improve the tools used to provide surveillance support to member countries.</p>	
	<p>The operations also provided the opportunity to train FFA member countries MCS officers in regional coordination and use of the FFA surveillance tools. Efforts continue to show members the benefits of data sharing and encourage them to agree to do so.</p>	
	<p><b>COMMENTS TO SUPPORT SELF ASSESSMENT</b></p> <p>National fisheries officers surveillance Course delivered jointly by the Australian Maritime College (University of Tasmania) and FFA and sponsored by Australian Defence.</p>	<p>Assessment</p> <p>Not at all</p> <hr/> <p>1/4 achieved</p> <hr/> <p>1/2 achieved</p> <hr/> <p>3/4 achieved</p> <hr/> <p>Fully achieved</p>
<p><b>MCS Trainings</b> National and regional trainings and workshops will be conducted. For example Licensing Officers and Evidence and Investigation workshops.</p>	<p>fisheries and compliance officers from CI, FSM, KI, RMI, PA, WS attended and completed a 5 weeks course personnel from Pacific Island countries maritime police and fisheries agencies have completed the course from 1995 to 2010.</p>	
	<p>In-country Dockside Boarding &amp; Prosecution workshop. With the assistance of NOAA;</p> <p>In-country trainings undertaken.</p> <p>7 Participants in RMI Participants in Vanucipants</p> <p>0 Participants in Palau</p> <p>7 Participants in FSM Participants from Fisheries, Maritime Police, Customs, Attorney General and Quarantine</p>	
	<p>Pacific Islands Fisheries Officers Licensing officers Training Workshop. The FFA Licensing Workshop was attended by</p> <p>0 Participants from CI, FSM, Fiji, KI, RMI, Nauru, Palau, PNG, Samoa, SI, Tokelau, Tonga, Tuvalu Vanuatu organisations, staff from FFA, the Secretariat of the Pacific Community and the WCPFC.</p>	

Assessing results | Divisional assessment of their work against the SOI indicators.

<p><b>Data sharing and coordination</b> analysing and responding to major concerns that are currently acting as an impediment; conducting needs and availability analysis to determine what data is available and what data is required;</p>	<p><b>COMMENTS TO SUPPORT SELF ASSESSMENT</b></p> <p>Efforts continue to show members the benefits of data sharing and encourage them to agree to do so.</p>	<p>Assessment</p> <p>Not at all</p>
	<p>70% of members have agreed to share data unconditionally</p>	<p>1/4 achieved</p>
		<p>1/2 achieved</p>
		<p>3/4 achieved</p>
		<p>Fully achieved</p>
<p><b>Data sharing and coordination</b> Developing data security protocols to regulate the access to, and dissemination of, data in order to provide certainty to those who will be providing it as well as the incremental development of the systems, processes and infrastructure required to allow members to collect and provide the data and the secretariat to receive, manage and disseminate the data.</p>	<p><b>COMMENTS TO SUPPORT SELF ASSESSMENT</b></p> <ul style="list-style-type: none"> <li>Commenced development of and deployment of TUFMAN MCS Version 1 components – (FM &amp; KI)</li> <li>License List submission to FFA automation (NR, FM, SB, VU, TV, KI).</li> <li>License List Vessel Attribute feedback (NR, FM, SB, VU, TV, KI).</li> <li>RFSC eOps support and development</li> </ul>	<p>Assessment</p> <p>Not at all</p>
		<p>1/4 achieved</p>
		<p>1/2 achieved</p>
		<p>3/4 achieved</p>
		<p>Fully achieved</p>
<p><b>Vessel Monitoring System</b> Improving system performance and capability</p>	<p><b>COMMENTS TO SUPPORT SELF ASSESSMENT</b></p> <p>With the VMware structure FFA has moved from a physical infrastructure to a virtualised one to support the VMS system. The new VMware model has improved efficiency and the services. With this service, the FFA Secretariat is able to host separate VMS Systems for Clients and members for example the WCPFC VMS.</p> <p>Under the revised infrastructure, including the SAN, the possibility of hardware failures impacting on the VMS services has been greatly reduced as the Pacific VMS virtual machines are spread across a number of physical machines which provides for a high degree of redundancy should one of the physical boxes fail as the virtual servers can be seamlessly transferred to another physical box.</p>	<p>Assessment</p> <p>Not at all</p>
		<p>1/4 achieved</p>
		<p>1/2 achieved</p>
		<p>3/4 achieved</p>
		<p>Fully achieved</p>

Assessing results | Divisional assessment of their work against the SOI indicators.

<p><b>Vessel Monitoring System</b> building national capacity means to increase the coverage of the available VMS programmes (national, FFA, WCPFC)</p>	<p><b>COMMENTS TO SUPPORT SELF ASSESSMENT</b></p> <p>The annual inspection of the VMS unit by authorised MTU installers /agents is linked to the annual Vessel Registration and this process ensures that the unit is working correctly and reporting automatically &amp; consistently to the FFA VMS. The VMS specific trainings conducted at ANCORS, in-country, and as well as individual fellowships has proved very effective in the member countries where those officers attended have applied new skills and experience in following up on non-reporting vessels operating in their National waters.</p> <p>The improvements in the VMS reporting and the increase in the number of vessels in good standing are indications that member efforts have increased.</p>	Assessment
		Not at all
		1/4 achieved
		1/2 achieved
		3/4 Achieved
Fully achieved		
<p><b>Vessel Monitoring System</b> the resolution of national boundaries and standardisation of maps in the region.</p>	<p><b>COMMENTS TO SUPPORT SELF ASSESSMENT</b></p> <p>FFA, SOPAC (SPC) are collaborating to determine the best way to coordinate regional efforts to support the Pacific Islands Countries to declare their baselines and boundaries data. This will ensure that all involved work from one common data set.</p> <p>In the Jan 2011 FFA/SPC meeting, it was agreed that briefings on the status of maritime boundaries development and the strategic needs of the region (and when possible each country) be provided at appropriate meetings such as Governing Council meetings and other similar fora – to raise awareness.</p>	Assessment
		Not at all
		1/4 achieved
		1/2 achieved
		3/4 achieved
Fully achieved		
<p><b>Development of the FFA Electronic Vessel Registration</b> continue with the development of the FFA Electronic Vessel Registration (EVR) System to improve the efficiency of the registration process, promote client interactivity and also enhance internal data management and quality</p>	<p><b>COMMENTS TO SUPPORT SELF ASSESSMENT</b></p> <p>To improve the registration process, promote client interactivity and also enhance internal data management, the FFA Secretariat has been working on implementing an Electronic Vessel Registration (EVR) System, also known as the FFA Fleet Information System (FIS). This system is anticipated to be made available by end of first quarter of 2011 after user testings.</p>	Assessment
		Not at all
		1/4 achieved
		1/2 achieved
		3/4 achieved
Fully achieved		

Assessing results | Divisional assessment of their work against the SOI indicators.

<p><b>Observer Programmes</b> focus on the need to enhance national and regional capacity</p>	<b>COMMENTS TO SUPPORT SELF ASSESSMENT</b>		<b>Assessment</b>
	National Observer capacity increased to enable FFA Members to be observer providers to the ROP.		Not at all
	Approximately 550 observers operating in FFA Members region.		1/4 achieved
	Goals of initial numbers to meet 100% coverage of purse seine vessels met.		1/2 achieved
	However now have coverage of transshipment vessels (purse seine and longline) now required, and 5% of longliners required by July 2012		3/4 achieved
<p><b>Observer Programmes</b> streamlining the interface between programmes</p>	<b>COMMENTS TO SUPPORT SELF ASSESSMENT</b>		<b>Assessment</b>
	Development of observer management database to improve placement management, financial administration and training accreditation records.		Not at all
	Consultancy to review management and administration systems in subregional and national programmes.		1/4 achieved
	Standardised data collection formats and databases across Members observer programmes due to participation in FFA/SPC Data Coordination Committee		1/2 achieved
			3/4 achieved
<p><b>Observer Programmes</b> identifies the priority areas of training</p>	<b>COMMENTS TO SUPPORT SELF ASSESSMENT</b>		<b>Assessment</b>
	Further increase in national capacity to meet transshipment vessel coverage requirements and longline coverage requirements		Not at all
	Debriefing training – debriefer Workshop held February 2011.		1/4 achieved
	Consultant Hired to develop Debriefing Accreditation standards.		1/2 achieved
	National Trainer Training – 4 accredited national trainers, four being trained in 2010/11		3/4 achieved
<p><b>Observer Programmes</b> Identifies infrastructure needs</p>	<b>COMMENTS TO SUPPORT SELF ASSESSMENT</b>		<b>Assessment</b>
	Consultant to start on trainer accreditation standards		Fully achieved
	Discussions with Coordinators and Observer Coordinators workshop		Not at all
	Consultancy for regional observer infrastructure audit		1/4 achieved
			1/2 achieved
		3/4 achieved	
		Fully achieved	

Assessing results | Divisional assessment of their work against the SOI indicators.

<p><b>Observer Programmes</b> recovery of costs for trips provided to FSMA</p>	<p><b>COMMENTS TO SUPPORT SELF ASSESSMENT</b></p> <p>During 2009/2010 indication of the cost blow-out delivered to FFC71, FFC74.</p>	<p>Assessment</p> <p>Not at all</p>
		<p>1/4 achieved</p>
	<p>Series of correspondence sent to FSMA Home Parties and to operators indicating cost recovery needs, Invoices for 16DP and 17DP sent February 2011.</p>	<p>1/2 achieved</p>
		<p>3/4 achieved</p>
		<p>Fully achieved</p>
<p><b>Observer Programmes</b> inter-jurisdiction of observers and the swift establishment of national and regional roles.</p>	<p><b>COMMENTS TO SUPPORT SELF ASSESSMENT</b></p> <p>Cross jurisdictional training for WCPFC /IATTC held in July 2010 allow Members' observers to continue duties on vessels crossing to EPO.</p>	<p>Assessment</p> <p>Not at all</p>
		<p>1/4 achieved</p>
	<p>Development of MOU with the UST and the service provider MOUs with national programmes endorsed by FFC. These are to ensure national programmes maximise benefits as observer service providers to the ROP.</p>	<p>1/2 achieved</p>
		<p>3/4 achieved</p>
		<p>Fully achieved</p>
	<p>Fully achieved</p>	



## Regional Coordination and Integration

Strategically, FFA ensures congruency with regional priorities and directions through implementing Leaders fisheries-related directives under the Pacific Plan. The Council of the Regional Organisations of the Pacific (CROP) oversees implementation of work in the various sectors under the Pacific Plan. Through the CROP mechanism the Secretariat contributes to the following;

- **Implementation of the Pacific Plan** - The Secretariat reports progress of its activities to Leaders through the Pacific Plan Action Committee annually, integrating activities into the Annual Work Program and Budget
- **Regional Security** - Working with the Forum Secretariat in developing a Regional Security framework development which includes our Monitoring, Control and Surveillance (MCS) activities and the Niue Treaty.
- **Climate Change** - The South Pacific Regional Environmental Programme (SPREP) is leading a high level (CEO) CROP working group on climate change issues that FFA has committed to participate in.
- **Fisheries** - Leading the work in regional fisheries with the Secretariat for the Pacific Community (SPC) providing scientific input to fisheries management and SOPAC providing delimitation of boundaries for MCS.
- **Capability Building** - Working with the University of the South Pacific in providing scholarships and training as well as development of long term curriculum in fisheries.
- **Gender** - Working with other CROP agencies to promote institutionalisation of gender issues across CROP organisations and in-country work.
- **Harmonisation** - Working with other CROP agencies to develop best-practise administrative practices and implementation across agencies.



# Improving Organisational Effectiveness

While gap analysis has been relatively straightforward through the in-house Capability Development process and the external review of FFA services, insufficient resources at the operational level, most notable of which is human resources, has limited the Agencies ability to implement the full range of interventions in a meaningful and sustainable way.

While some of the gaps have been addressed, the fact remains that a significant amount of work needs to be done. In general, the responsibilities, volume and complexity of FFA work has been growing exponentially in the last few years. While number of technical positions have increased to cater for the increased demand, corporate support staff numbers has been limited to 2005 levels. In addition to that, a strategy initiated to weather the diminished funding available during the global financial crisis some positions were not filled in both the technical and corporate services.

The agency therefore remains understaffed in key areas. Short term arrangements to share extra loading of work to existing staff has been useful in progressing many of the new initiatives but is not sustainable in the long run. Chronic understaffing impact on existing staff has been higher job loadings, greater responsibilities, longer working hours, compromised health status and depressed morale.

During the year, the Human Resources and Performance Management Unit (HRPMU) continued to refine its previous work in this critical area. This Unit not only leads strategic planning and reporting, provide management advise, review, align systems and processes, monitor and evaluate progress and manage changes, provide trainings and restructure outputs and Divisions and review the performance management system.

Work undertaken during the year to strengthen organisational health and capability are as follows;

## Capability Development Process

Refinement of the Capability development process to encompass two major components, (a) the Secretariats ability to produce the right results and (b) how well the agency is managed.

### (a) Secretariats ability to produce right results

- (i) How well the agency identifies and addresses the Leaders and FFC priorities
  - The Secretariat is very proactive in this respect. Priorities and issues are being raised in a timely manner with FFC and when approved bringing these to the Leaders' attention and formal recognition, as of regional importance. The Secretariat has also been very strategic in seeking funding for "priorities" for when they are recognised as such funding is available. On approval priorities are immediately mainstreamed and incorporated immediately in to the Annual Work Program and Budget.
- (ii) How effective is the delivery of core functions –
  - The Unit is working with the technical Divisions in developing Country Service level Agreements for the Regional Strategies, as well as Scorecard templates for information capture.
  - Other work done in this area include, management advise on structure and approach to maximise effectiveness of in-country work re; capture of data, structure of reporting and development of indicators, baselines and targets, effective and sustainable transfer of knowledge and tracer studies of past trainings and their effectiveness.

## (b) Agency Management

- (i) Review of corporate systems for fitness of purpose, and refine alignment to changed working arrangements and governance requirements,
  - Work undertaken in this area has been review of the procurement system as part of the FIS upgrade
  - Review of Staff and Financial Regulations, proposal of new policies and review of existing administrative and HR policies
  - Development of Human Resources Strategy
  - Review of Performance Management System and Guidelines
  - Further refined the Output Budget process, greater ownership, accuracy and more focused process. Increased efficiency and greater effectiveness
- (ii) Review of Divisional structures
  - Reviewed the Finance section structure to reflect updated responsibilities
  - Budget Output Structure is being developed for allocation of individual responsibilities and for assessment against the organisational structure
- (iii) Review of job-loadings and staff responsibilities
  - Job sizing was undertaken during the year by an external consultant to determine placing on the introduced SP10 Salary Banding model.
  - There are several jobs that are being undertaken by other existing staff. These include those that have were frozen during the global financial crisis.
  - Initial work has been undertaken in reviewing job loading and responsibilities for corporate services positions
  - Clarity in management responsibilities addressed in review of management and executive job description format.
  - Over the course of the year, donor funding was secured for financing new posts to cater for new responsibilities and to reduce excessive job loadings in some areas.

## (c) Staff Development needs analysis

- The capability development process undertaken with Directors identified training needs some of which was undertaken during the course of the year. This included in-house development and delivery of Induction program, Awareness sessions for the new CROP Banding model, governance mechanisms and standard for monitoring and evaluation of work planned for the year and medium term forecasts

## (d) Ongoing assessment of work progress against results indicators –

- At present the assessment of work progress against results indicators can only be undertaken at the end of the year. Assessment against performance measures at the operational level is undertaken every month, with the use of the Annual Work Programme and Budget.
- To enable more timely assessment throughout the year the Unit revised the Annual Work Program and Budget format to include information used in the development of medium term goals as well as measures underpinning the forward estimates. Assessment of work progress against results indicators in the SOI as well as the operational performance measures on an annual basis is now possible

# Staffing Information

As of 30 June 2011 a total of 75 staff are employed in FFA. Secretariat staff are recruited from thirteen countries, with the majority of staff from the host country of Solomon Islands.

The following are details of staff movements over the year.

## New Staff joining FFA

**Mr James Movick** | Deputy Director General (Federated States of Micronesia)  
**Mr Mark Young** | Director Fisheries Operations (United States of America)  
**Mr Ian Freeman** | Fisheries Management Advisor (Australia)  
**Dr William Edeson** | Legal Advisor (Australia)  
**Dr Chris Reid** | Fisheries Economic Advisor (Australia)  
**Mr Justin Ilakini** | Regional Economic Integration Advisor (Papua New Guinea)  
**Mr Stephen Guurau** | Regional Economic Integration Coordinator (Solomon Islands)  
**Mr Lui Kakaluae** | Finance Officer (Solomon Islands)  
**Ms Letitia Masaea** | Helpdesk Services Officer (Solomon Islands)  
**Ms Mere Gamasi** | Observer Data Entry Officer (Solomon Islands)  
**Ms Tamar Kaitu** | Observer Data Entry Officer (Solomon Islands)  
**Mr Fred Anii** | Assistant Observer Placement Officer (Solomon Islands)  
**Mr Norman Tanen Palmer** | Housing Fund Officer (Solomon Islands)  
**Mr Lon Livah** | Finance Assistant (Solomon Islands)  
**Mr John Tukupaka** | Finance Asst (Solomon Islands)  
**Mr Fraser McEachan** | MCS Specialist (Australia)

## Staff Promotions

**Mr Peter Philipson** | Manager, Regional Economic Integration Unit (New Zealand)  
**Mr Hugh Walton** | Fisheries Policy Specialist (New Zealand)  
**Mr Elson Vazu** | Personnel Services Officer (Solomon Islands)

## Staff movement between divisions

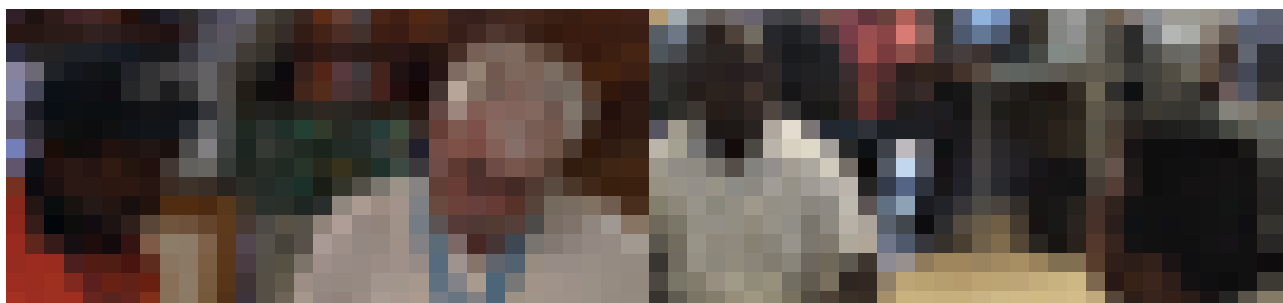
**Mr Apolosi Turanganivalu** | Compliance Officer – moved to Fisheries Operations (Fiji)  
**Mr Kaburoro Ruaia** | Manager, Treaties Administration – moved to Fisheries Management (Kiribati)  
**Mr Donald Papaol** | Finance Coordinator – moved to Fisheries Management (Papua New Guinea)

## Contract Extensions/Renewals

**Mr Lamiller Pawut** | Surveillance Operations Officer (Papua New Guinea)  
**Mr Kaburoro Ruaia** | Manager Treaties Administration  
**Mr Allan Rahari** | Assistant Surveillance Officer (Solomon Islands)  
**Peter Terawasi** | Fisheries Economic Officer (Solomon Islands)  
**Ms Penny Matautia** | Manager HR, Admin and Performance Management (Samoa)  
**Ms Barbara Hanchard** | GEF Project Coordinator (Cook Islands)  
**Mr Rodney Rutepitu** | Management Accountant (Solomon Islands)  
**Mr Tim Park** | Manager Observer (Australia)

## Staff that have left FFA

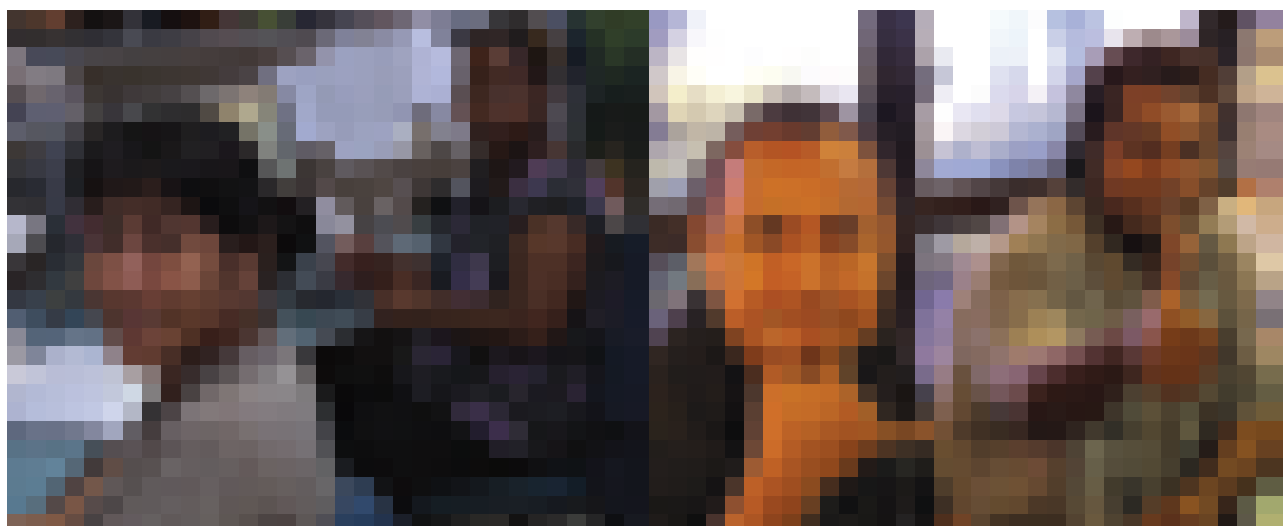
**Ms Christina Wini** | Helpdesk Services Officer (Solomon Islands)  
**Ms Daisy Kari** | Data Entry Officer (Solomon Islands)  
**Mr Andrea Volentras** | Director Fisheries Operations (Samoa)  
**Mr Steve Shanks** | Fisheries Management Advisor (Australia)  
**Mr John Kelimana** | VDS Officer (Solomon Islands)  
**Mr Bryan Scott** | Systems Analyst – Acting IT Manager (Australia)  
**Mr Colley Falasi** | Data Quality Officer (Solomon Islands)



## Staffing Information

The following is the Staff List as of 30 June 2011.

Designation	Name	Nationality
<b>Executive Management</b>		
Director-General	Mr Su'a N.F. Tanielu *	Samoa
Deputy Director-General	Mr James Movick*	FSM
Personal Assistant (DG)	Ms A Vave-Erekali	Solomon Is
Personal Assistant (DDG)	Ms C Murdoch	Solomon Is
<b>Fisheries Development (FD)</b>		
Director, Fisheries Development.	Mr L Rodwell*	Australia
Manager, REI	Mr P Philipson*	New Zealand
Fisheries Policy Specialist	Mr H Walton*	New Zealand
Economics Adviser	Dr C Reid	Australia
Fisheries Economics Officer	Mr P Terawasi*	Solomon Is
Fisheries. Economics Officer	Vacant*	
Fisheries Development Adviser	Vacant*	
Fisheries Development Adviser	Mr R Stone*	Fiji
<i>Tuna Industry Adviser</i>	Mr M Nakada*	Japan
Industry Liaison Officer	Vacant *	
Trade Liaison Officer	Vacant *	
Project Coordinator	Mr L. Paia*	Solomon Is
REI Advisor	Mr J Ilakini*	PNG
REI Coordinator	Mr S. Guurau*	Solomon Is
<b>Fisheries Management (FM)</b>		
Director, Fisheries Management	Mr W Norris*	Australia
Fisheries Management Adviser	Mr I Freeman*	Australia
Fisheries Management Adviser	Mr M Kamatie*	Kiribati
Fisheries Management Adviser	Mr S Sauni*	Tuvalu
Commission Advisor/Coordinator.	Dr L Manarangi-Trott*	Cook Is
Legal Counsel	Dr M Tupou-Roosen*	Tonga
Legal Adviser	Mr P Manoa*	Fiji
Legal Adviser	Dr W Edeson*	Australia
Project Coordinator (OFM)	Ms B Hanchard *	Cook Is
Fisheries Management Adviser	Vacant*	
Project Finance & Admin Officer	Mr R Gholomo	Solomon Is
Fisheries Management Adviser	Vacant *	
Fisheries Management Officer	Vacant *	



Designation	Name	Nationality
<b>Fisheries Operations</b>		
Director, Fisheries Operations	Mr M Young*	USA
Manager, IT	Vacant*	
Systems Analyst	Vacant*	
Network Administrator	Mr H Salonica*	PNG
Data Quality Officer	Vacant*	
ITC Helpdesk Officer	Ms L. Masaea	Solomon Is
Librarian	Mr E Marahare	Solomon Is
Observers Programme Manager	Mr T Park*	Australia
Asst Observer Placement Officer	Mr A Orianiha'a	Solomon Is
Asst Observer Placement Officer	Mr F Anii	Solomon Is
Data Entry Officer	Ms T Kaitu	Solomon Is
Data Entry Officer	Ms M Gamasi	Solomon Is
Surveillance Operations Officer 1	Mr L Pawut*	PNG
<i>Surveillance Operations Officer 2</i>	<i>CDR. M Pounder</i>	Australia
Compliance Officer	Mr A Turaganivalu*	Fiji
Surveillance Operations Assistant	Mr A Rahari	Solomon Is
Register Data Officer 2	Ms G Harold	Solomon Is
Manager, Vessel Monitoring System	Mr R Chand*	Fiji
Vessel Monitoring System Liaison Officer	Mr D Koroi	Solomon Is
VMS Assistant Officer	Mr S Masika	Solomon Is
VMS Administration Assistant	Ms H Panda	Solomon Is
Multilateral Treaty Manager	Mr K Ruaia*	Kiribati
Project Development Officer	Mr D Papaol*	PNG
Senior Treaties Data Clerk	Ms R Marsh	Solomon Is
Data Entry Officer	Ms C Navere	Solomon Is
Data Entry Officer	Vacant	
Database Administrator	Vacant*	
<i>Fisheries Enforcement Adviser</i>	<i>Vacant*</i>	

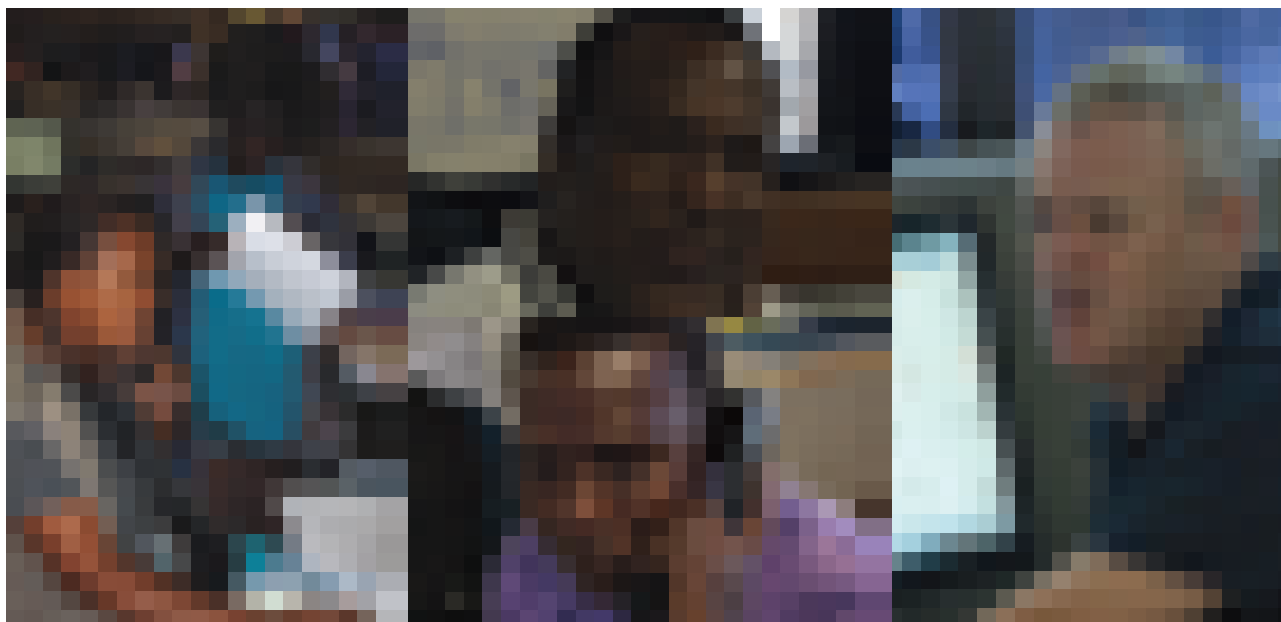


Designation	Name	Nationality
<b>Corporate Services</b>		
Director, Corporate Services	Mr D Rupokets*	PNG
Manager Finance	Mr M Teofilo*	Samoa
Manager HR Performance Management & Administration	Ms P Matautia*	Samoa
Media and Publications Officer	Ms A Ride*	Australia
Management Accountant	Mr R Rutepitu*	Solomon Is
Performance Analyst	Mr T Tupou*	Tonga
Finance Officer – US Treaty	Mr L Galo	Solomon Is
Finance Officer – FSMA	Mr F Sipele	Solomon Is
Finance Officer – GFund &VMS	Mr L Kakaluae	Solomon Is
Finance Officer – Trust Fund	Ms G Talota	Solomon Is
Assistant Finance Officer – TF	Ms G Konia	PNG
Assistant Finance Officer – VMS	Mr L Tavalo	Solomon Is
Assistant Finance Officer – GFund	Ms R Maeke	Solomon Is
Assistant Finance Officer – FSMA	Mr J. Tukupaka	Solomon Is
Assistant Finance Officer – UST	Mr L. Livah	Solomon Is
Personnel Services Officer	Mr E Vazu	Solomon Is
Travel Officer Assistant	Mr L Alufurai	Solomon Is
Office Services Supervisor	Ms D Boso	Solomon Is
HR Services Assistant	Ms S Olisukulu	Solomon Is
Office Services Assistant	Ms E Suri	Solomon Is
Tea Attendant/Cleaner	Ms I Mae	Solomon Is
Transport and Customs Officer	Mr A Aratara	Solomon Is
Property Manager	Mr S Havea	Solomon Is
Housing Fund Administrator	Mr N Palmer	Solomon Is
Maintenance Officer	Mr J Tommy	Solomon Is
Maintenance Assistant	Mr K Noda	Solomon Is
General Hand 1	Mr S Wini	Solomon Is
General Hand 2	Mr H Tolo	Solomon Is
Planning Coordinator	Vacant	
Finance Officer	Vacant	

\* Indicates positions advertised internationally, other positions without \* are positions advertised locally in the host country.

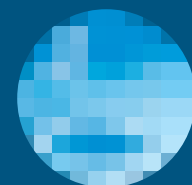
Designations in italics are not funded by FFA budget.

*Tuna Industry Advisor* is funded by OFCF. *Surveillance Operations Officer 2* is Australian Defense Force personnel.



# 2010 Accounts

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# FFA | Unaudited Income and Expenditure statement

## FORUM FISHERIES AGENCY

### Unaudited Income and Expenditure statement | As at 30 May 2011

	Revised Annual Budget	Total Actual + Commitments	% of Budget
<b>INCOME</b>			
General Fund	1,529,556	1,592,920	101%
Trust Fund	11,322,292	11,620,024	98%
Vessel Registration Fund	3,188,377	3,806,927	119%
UST Administration	1,389,261	925,833	67%
FSMA Administration	289,046	155,638	54%
Housing Fund	30,363	30,363	100%
Reserves	121,076		0%
	<b>17,869,971</b>	<b>18,131,704</b>	<b>98%</b>
<b>EXPENDITURE</b>			
<b>High Level Advice</b>			
1.1 - High level advice	1,384,921	1,089,883	79%
<b>Total - High Level Advice</b>	<b>1,384,921</b>	<b>1,089,883</b>	<b>79%</b>
<b>Fisheries Management</b>			
2.1 Ecosystem approach to Fisheries Management	2,737,049	1,501,117	55%
2.2 Legal Framework & International Law	1,165,897	636,805	55%
<b>Total - Fisheries Management</b>	<b>3,902,946</b>	<b>2,137,922</b>	<b>55%</b>
<b>Fisheries Development</b>			
3.1 Economic Development and marketing	1,901,024	623,017	33%
3.2 Treaty, access & trade negotiation	593,541	392,457	66%
3.3 Regional economic integration	933,304	829,606	89%
<b>Total - Fisheries Development</b>	<b>3,427,869</b>	<b>1,845,080</b>	<b>54%</b>



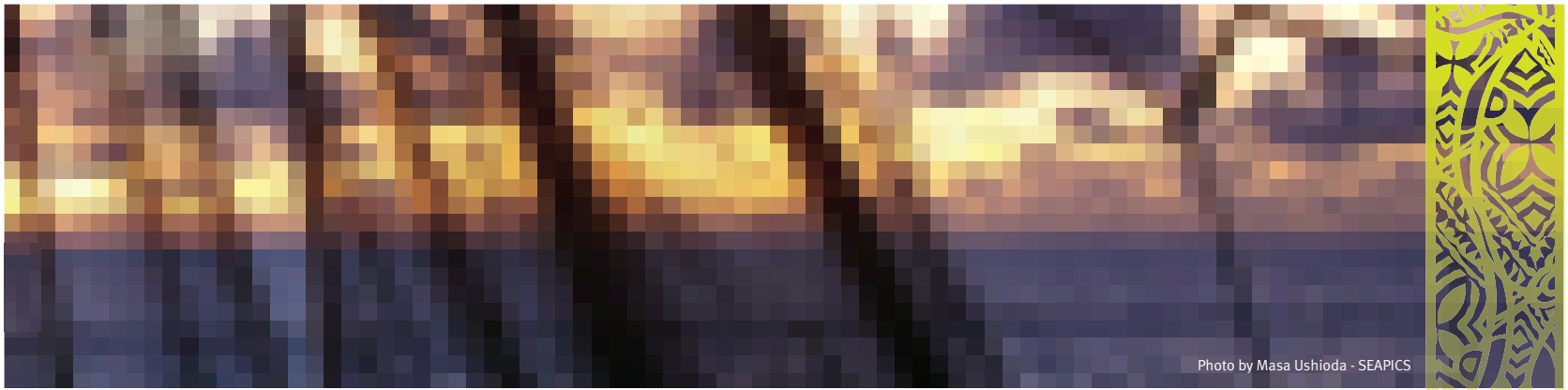


Photo by Masa Ushioda - SEAPICS

### Fisheries Operations

- 4.1 Monitoring compliance & surveillance
- 4.2 Treaties and subregional arrangements

### Total - Fisheries Operations

### Corporate Services

- 5.1 Finance
- 5.2 Human Resources and Performance Management
- 5.3 Administration
- 5.4 Media and Publication

### Total - Corporate Services

### Total Expenditure

### Surplus

4.1 Monitoring compliance & surveillance	4,955,361	3,198,426	65%
4.2 Treaties and subregional arrangements	1,678,307	1,539,316	92%
<b>Total - Fisheries Operations</b>	<b>6,633,668</b>	<b>4,737,742</b>	<b>71%</b>
5.1 Finance	656,401	646,307	98%
5.2 Human Resources and Performance Management	491,014	376,083	77%
5.3 Administration	1,259,408	1,167,374	93%
5.4 Media and Publication	113,744	91,519	66%
<b>Total - Corporate Services</b>	<b>2,520,567</b>	<b>2,281,283</b>	<b>88%</b>
<b>Total Expenditure</b>	<b>17,869,971</b>	<b>12,091,910</b>	<b>67%</b>
<b>Surplus</b>	<b>0</b>	<b>6,039,794</b>	

# Audited Accounts to end of June 2010

## 1. Core Funds

### PACIFIC ISLANDS FORUM FISHERIES AGENCY | Consolidated Balance Sheet as at 30th June 2010

	Notes	2010 USD	2009 USD
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and bank balances	6	6,154,039	4,745,969
Account receivables	7	161,931	824,114
Other current assets	8	7,877,757	5,901,362
<b>Total Current Assets</b>		<b>14,193,727</b>	<b>11,471,445</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Account payable	9	6,307,090	5,543,570
Provisions	10	388,222	999,543
Other current liabilities	11	5,743,335	3,386,889
<b>Total Current Liabilities</b>		<b>12,438,647</b>	<b>9,930,002</b>
<b>NET ASSETS</b>		<b>1,755,080</b>	<b>1,541,443</b>
<b>EQUITY</b>			
Accumulated Funds – General Fund		619,131	597,578
Accumulated Funds – Trust Fund		372,464	240,668
Accumulated Funds – VMS Fund		638,604	580,251
Accumulated Funds – Housing Fund		124,881	122,946
<b>TOTAL EQUITY</b>		<b>1,755,080</b>	<b>1,541,443</b>

**PACIFIC ISLANDS FORUM FISHERIES AGENCY |**  
**Consolidated Income and Expenditure Statement as at 30th June 2010**

	Notes	2009/10 USD	2008/09 USD
<b>INCOME</b>			
Member country contributions	3(a),4	1,405,986	1,361,070
Donor funds	3(a),5	4,877,470	5,691,785
Vessel Register fees	3(a),3(c)	3,441,686	3,182,452
Housing rental receipts	3(b)	638,831	749,547
Interest Receipts	3(a),3(c)	2,142	20,696
Program Support and cost recovery	3(a)	1,322,266	1,409,226
Other Income	3(a),3(b),3(c)	318,116	213,159
<b>Total Revenue</b>		<b>12,006,497</b>	<b>12,627,935</b>
<b>EXPENDITURE</b>			
Output 1   High Level Advice		1,221,930	1,320,489
Output 2   Fisheries Management		2,420,016	2,863,815
Output 3   Fisheries Development		1,428,905	1,142,970
Output 4   Fisheries Operations		3,815,895	4,282,695
Output 5   Corporate support services		2,914,700	2,914,770
<b>Total Expenditures</b>		<b>11,801,446</b>	<b>12,524,739</b>
<b>Surplus for the year</b>		<b>205,051</b>	<b>103,196</b>



## US Treaty | (a) US Treaty Administration and Observer Funds



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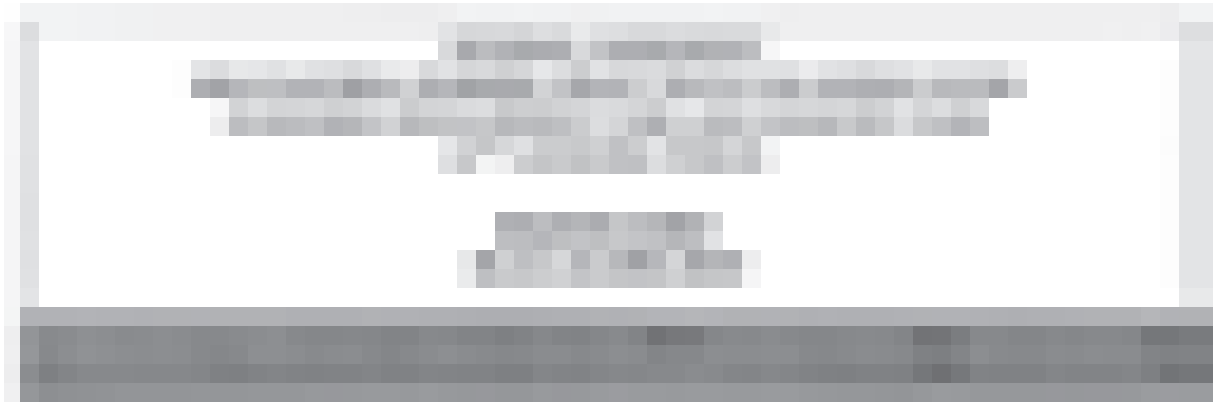
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## US Treaty | (b) US Treaty Economic Development Fund and Industry Fund



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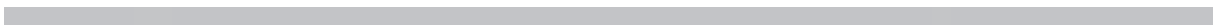




Photo by Masa Ushioda - SEAPICS



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## US Treaty | (c) PDF Fund



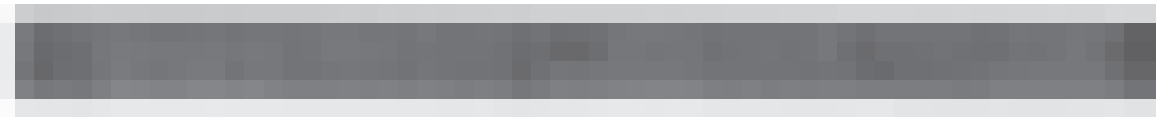
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Year	Value	Value
2009	100	100
2010	100	100
2011	100	100
2012	100	100
2013	100	100
2014	100	100
2015	100	100
2016	100	100
2017	100	100
2018	100	100
2019	100	100
2020	100	100
2021	100	100
2022	100	100
2023	100	100
2024	100	100
2025	100	100
2026	100	100
2027	100	100
2028	100	100
2029	100	100
2030	100	100



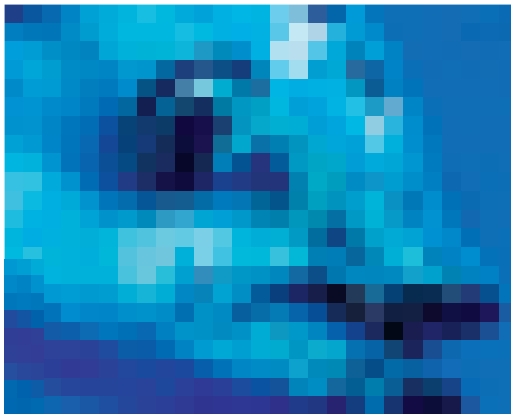


Photo by Masa Ushioda - SEAPICS



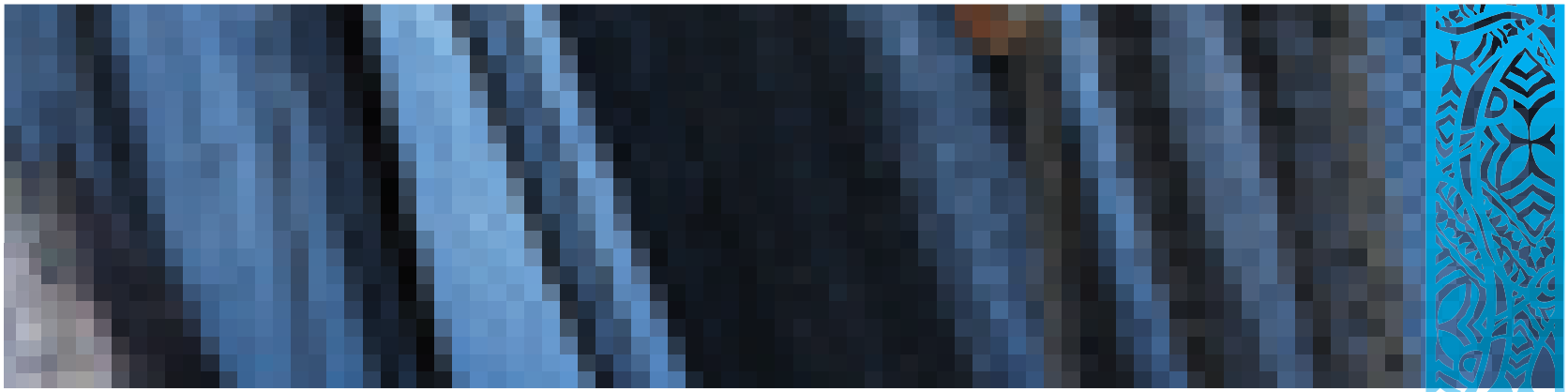
[The content of this table is heavily blurred and illegible. It appears to be a multi-column table with several rows of data.]



# PNA | Annual Financial Report for the Financial Year Ended 30 June 2010



The image shows a highly blurred financial statement table. It appears to be a multi-column table with several rows of data. The columns likely represent different financial metrics or categories, and the rows represent different line items. The text is illegible due to the blurring, but the structure suggests a standard financial report format.



## Table 1 Summary of the Pacific Islands Forum Fisheries Agency's Activities in 2010

Activity	2010	2009	2008
Technical assistance	15	14	13
Capacity building	12	11	10
Policy development	8	7	6
Regulatory support	5	4	3
Monitoring and evaluation	3	2	1
Other	2	1	0
Total	45	49	43

Activity	2010	2009	2008
Technical assistance	15	14	13
Capacity building	12	11	10
Policy development	8	7	6
Regulatory support	5	4	3
Monitoring and evaluation	3	2	1
Other	2	1	0
Total	45	49	43

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