

Pacific Islands Forum Fisheries Agency

# 2016

ANNUAL REPORT



## EXECUTIVE SUMMARY

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# FFA Annual Report - Executive Summary for fiscal year 1 July 2015 – 30 June 2016

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# Introduction

The Annual Report on the performance of the FFA Secretariat is an essential component of the Agency's accountability framework. It informs members on performance results and impact of services achieved by the Secretariat during the period 1 July 2015 to 30 June 2016. It also consolidates our ongoing efforts to achieve a high standard of accountability in all aspects of the Agency's management.

At the Pacific Islands Forum Leaders meeting in Port Moresby in September 2015, Heads of Government endorsed the "Regional Roadmap for Sustainable Pacific Fisheries" (also known as the Future of Fisheries (FoF) roadmap). This key document had been approved and adopted by Fisheries Ministers at the Forum Fisheries Committee Ministerial Meeting in Tuvalu in July 2015. Leaders also set the FFA and other regional organisations some important additional tasks in respect of fisheries management across the region. This year's Annual Report focusses in part on the challenges and progress achieved in advancing these matters.

As per usual practice, this Annual Report also identifies progress against the goals set out in the Statement of Intent FY2015/16, and now incorporates progress against the four overarching goals within the FOF Roadmap. Progress against these goals will also be covered in the Tuna Report Card submitted to Leaders separately. The logic in having a three-year rolling Statement of Intent to support the Agency's 2014-2020 Strategic Plan was clearly evidenced in the past year – enabling the Agency to quickly prioritise and act upon the additional tasks set by Leaders at the Forum – meet new challenges identified by individual members - while maintaining core business in an efficient and effective fashion.

▼ Officials and Ministers at the FFCMIN 12 in Funafuti, Tuvalu, July 2015.



# Message from the Director - General



James Movick  
**DIRECTOR-GENERAL**

I am pleased to provide the Annual Report for the Forum Fisheries Agency (FFA) for the Fiscal Year 2015 – 2016. I acknowledge the trust and confidence placed in me by Fisheries Ministers in endorsing my leadership for a second term as Director-General of the Agency.

With the FFA now in its 37th year of operation, the importance of a well-managed offshore fisheries sector across our region continues to grow. For many members, the greatly enhanced revenues now flowing from the sector play an increasingly important role in helping to underpin broader national development. Securing access to key markets, attracting responsible investment into the sector and boosting the employment opportunities for Pacific Island nationals are complex but critical tasks. At the same time the necessity and complexity of providing regional responses in combatting Illegal, Unreported and Unregulated (IUU) fishing requires continuous attention through a variety of means.

Concurrently, ensuring the sustainability of tuna stocks remains a constant priority. We greatly value the contributions made by our partner regional organisations, particularly the Fisheries, Aquaculture and Marine Environment (FAME) Division of the Pacific Community in delivering world-leading stock assessments that help underpin such decision-making. Working also with the Parties to the Nauru Agreement (PNA) we collectively seek effective promotion of Conservation and Management Measures (CMMs) within the Western and Central Pacific Fisheries Commission (WCPFC) to support our interests. Strong collective strategic action by the Secretariat and members to counter the influence of Distant Water Fisheries Nations within this Regional Fisheries Management Organisation will continue to be needed.

Overall the year has been one of both success and challenge. This report described some of the key issues and comments briefly on identified priorities for the coming year.



# Part 1: Key Issues

## Leaders Decisions

The Pacific Islands Forum Leaders in their annual 2015 meeting approved the following key fisheries outcomes:

- Leaders endorsed the Regional Roadmap for Sustainable Pacific Fisheries (also known as the Future of Fisheries (FoF) roadmap) and directed that increases in economic returns be achieved within five years.
- Leaders agreed that a Joint Taskforce of FFA, PNA and the Forum Secretariat would lead the development of a programme to increase the sustainable economic returns of fisheries, including examining a quota management system, and report back to Leaders in 2016.
- Leaders tasked Fisheries, Economic and Foreign Ministers to undertake a joint comprehensive evaluation of the regional Monitoring, Control and Surveillance (MCS) and compliance regime and report back to Leaders in 2016.

The Agency has therefore devoted considerable time and effort, supported by our donor partners, in progressing these directives.

## Taskforce on Increasing Economic Returns:

The Taskforce (which was expanded to include the Pacific Community) has identified four areas of work which can be fast-tracked for a five year programme under the general umbrella of the Roadmap. These are:

- i. Increasing the value of employment while ensuring effective labour standards are in place;
- ii. Reform of the management of the longline fishery;
- iii. Facilitating investment and trade;
- iv. Value chain participation.

Subject to further discussion and development, it is likely that these will form the basis of the report back to leaders in September 2016, after consideration by FFC Ministers.

## Review of Regional MCS Arrangements:

With a number of programs and studies recently completed or in progress – and a major review already planned, a consultant was appointed by FFA to coordinate and consolidate the various findings and recommendations to provide an overall regional picture of MCS arrangements, current and future.

This information including current capabilities of the Regional Fisheries Surveillance Centre and future initiatives by surveillance partners were then presented to a meeting of select troika Ministers for Foreign Affairs, Finance, Fisheries and the Minister responsible for Maritime Surveillance. A copy of their findings will be submitted to Leaders in their 2016 annual meeting. Of particular note is Australia's new Pacific Maritime Security Program (PMSP) which will provide significantly enhanced aerial surveillance capacity and coordination on surveillance activities. The PMSP is envisaged to cost around AUD 2 billion over the next 30 years, with new patrol vessels progressively deployed over the period 2017 – 2023.

## US Treaty Update and Prognosis

In line with Ministerial directions, the Agency has continued to devote significant effort and resources to the task of managing the US Tuna Treaty, and most significantly to negotiating with the United States over its future. Progressing this latter task has been time-consuming and difficult. The operating environment for purse seine vessels in the Pacific is vastly different today than it was in the mid-1980s when the Treaty was originally negotiated. If the Treaty is to endure it must reflect these changed conditions.



▲ FFA Legal Counsel Dr Manu Tupou-Roosen (white shirt) with FFA team members during an NTSA tabletop workshop in 2015.

The relationship deteriorated in late 2015 and early 2016 resulting in US vessels reneging on the agreed payment, FFA refusing to issue licences to any vessel, and eventually to the US Government formally withdrawing from the Treaty. Despite that public impasse, FFA officials continued to work through negotiation issues with the US to deliver on a new business model as directed by FFC Ministers in October 2015. These negotiations were time-critical for both sides - it was agreed that resolution was required before 30 June. Pacific Island Parties and the US reached a landmark agreement on 25 June that provides for continuation of the Treaty, enhanced financial returns, but far greater flexibility and commercial relevance for both sides.

This outcome should be viewed as an outstanding success, although it should be noted that the agreement was reached in principle by the negotiation teams and is subject to approval by FFC Ministers and favourable consideration at high levels within the US Government in the context of rescinding its Withdrawal from the Treaty.

## Niue Treaty Subsidiary Agreement

Following the entry into force of the multilateral NTSA in July 2014, the Secretariat has been working actively with members, in particular the Parties, on implementation. This work continues to be generously funded by Australia. As of June 2016, there are 7 Parties.

Key developments include;

- development of the Niue Treaty Information System (NTIS);
- development of a Persons of Interest project to commence profiling of IUU operators;
- review of laws and policies to ensure they reflect the key NTSA requirements; and
- Ensuring national security standards policies are robust and consistent with the FFC-endorsed regional security standards policy.

Opportunities presented by the NTSA, include the flexibility and ease for participating in a cooperative surveillance and enforcement activity, mandatory sharing of key fisheries information such as licence lists and VMS.

Key challenges remain – particularly the delay by Parties in submitting their notifications to the NTIS and the need to ensure that there are national data security standards in place. The FFA Secretariat continues to work with members to address these challenges.

## Tokelau Arrangement

The Tokelau Arrangement, agreed by Ministers in 2014, aims at rebuilding and sustaining the economic viability of South Pacific Albacore tuna stocks. The Arrangement was developed after Pacific Fisheries Ministers called for urgent action to stem the decline in stocks and to re-build the economic viability of ailing domestic fleets reliant on this resource.

Attempts to address this through the WCPFC failed due significantly to opposition from China and Taiwan with concerns that their recently bolstered longline fleets in the southern fishery will require cuts.

What is apparent, however, is that most recent increases in catch and effort have been within member country EEZs. Members now need to be more accountable and proactive in the management of this fishery, since they actually control most of it already. If the FFA is to facilitate effective management of the fisheries, leadership will need to come from members in agreement to reduce effort and restoring profitability to the fishery.

## Corporate Issues

In the 2014/15 Financial Year, the Agency retained total assets of \$16,619,909 against total liabilities of \$14,592,377 and was therefore assessed as retaining a total equity of \$2,027,532 as at 30 June 2015. The underlying financial position of the Agency remains sound.

Ongoing assistance provided by both Australia and New Zealand in terms of membership contributions and significant program fund support (in addition to enhanced project funds) has been critical to the Agency's ability to sustain member services, executive functions and to weather the storms created by volatile foreign exchange movements.

The Agency continues to receive valued support from a range of other partners including Japan's Overseas Fisheries Cooperation Foundation, World Bank Pacific Regional Oceanscape Program (PROP), GEF-funded FAO/UNDP program and EU funded DevFish 2. The EU funded DevFish2 project Phase 2 concluded during the year with a number of important outputs; a planned follow-up project has been subject to delays.





## Part 2: Economic outlook and prospects

### Purse seine fishery

The FFA purse seine fishery economic conditions index, indicates that economic conditions returned to more average levels in 2014. Prices continued to decline in 2015, however, falls in fuel costs and increases in catch rates, saw an improvement in economic conditions in 2015 compared with 2014. The index indicates that overall conditions in 2015 were significantly above the long term average.

### Tropical longline

Persistent but stable below average conditions in the fishery commenced in 2011 and continued in 2015. While overall conditions have been relatively stable since 2011 the individual components of the index have seen significant annual variations. In 2015 conditions improved only marginally compared with 2014, despite a significant fall in fuel prices, as the favourable impact of this on costs was largely offset by declines in the catch rate and fish price.

### Southern Longline

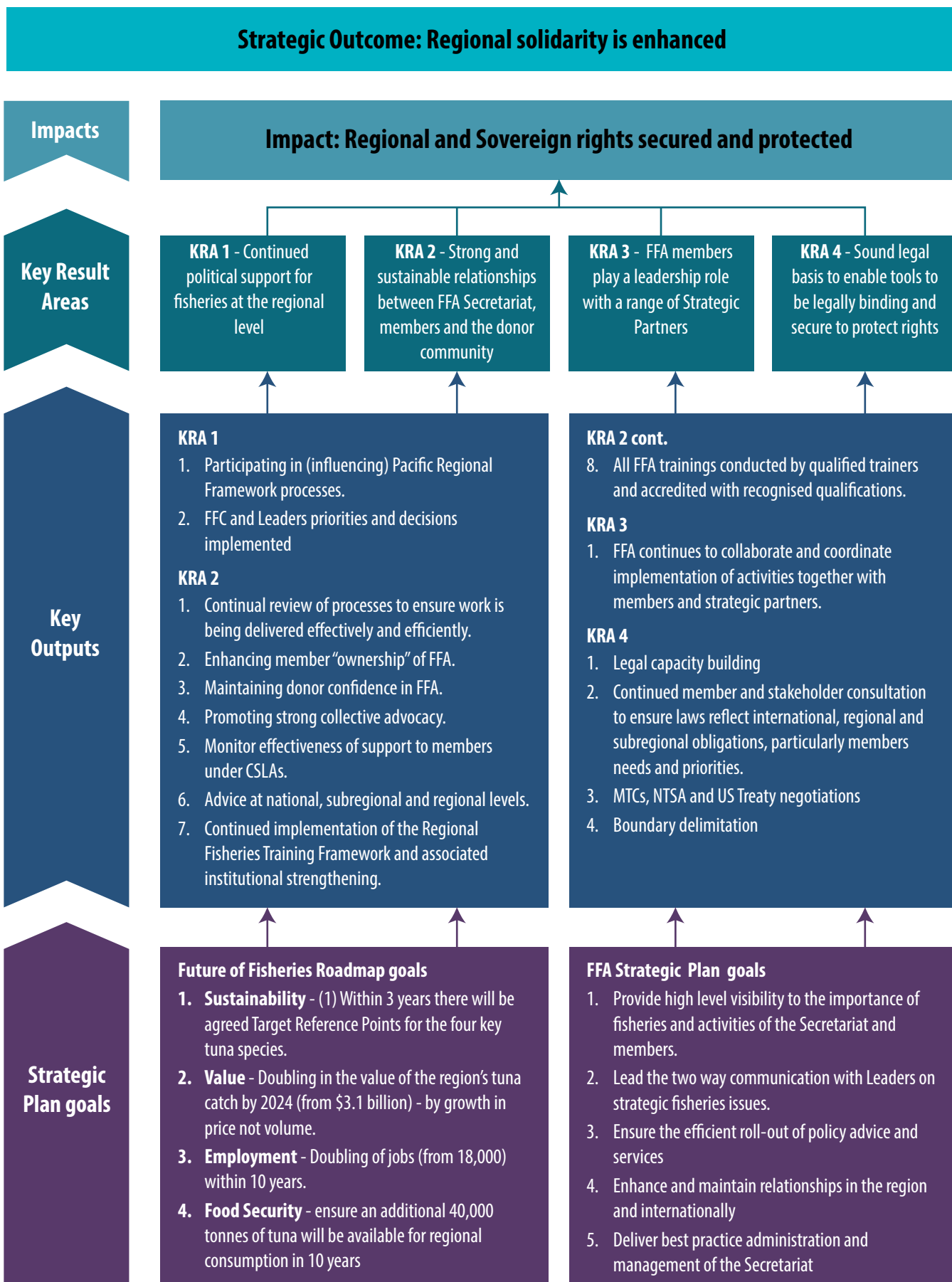
Economic conditions for the southern longline fishery were particularly poor in the period from 2010 to 2014. Economic conditions improved significantly in 2015 although were still well below the long-term average conditions. This improvement was primarily driven by falling fuel costs with the fish price remaining around its 2014 level. Persistent low catch rates continue to impact on economic viability and the current likelihood of economic conditions returning to the higher, historical average, levels remains low.

- ▼ (Facing pages) FFA Officials attending the WCPFC 12 in Bali look at ways to address viability and sustainability of the South Pacific Albacore tuna stocks- the key focus of the Tokelau Arrangement.



**STRENGTH THROUGH COOPERATION**

# A. High Level Advice Output, Results and Outcomes Flow



# A. High Level Advice

16 staff, including: the Director-General, Deputy Director-General, heads of the four Divisions (Directors), Executive support Unit, Legal Unit, Internal Auditor, Media Officer and Training Coordinator.

## Overview

Overall, the main Outcome of “Regional Solidarity is enhanced” has been soundly achieved over the period under review.

Progress for each of the four Key Result Areas is as follows;

### **KRA1 – Continued political support for offshore fisheries at the regional level**

**Assessment of progress** Outstanding results achieved in this area with the Pacific Island Leaders endorsing the “Regional Roadmap for Sustainable Pacific Fisheries” and two other fisheries initiatives. Also increased donor support from Australia and particularly New Zealand to assist with the Roadmap implementation.

### **KRA2 – Strong and sustainable relationships between FFA Secretariat, members and the donor community**

**Assessment of progress** Clear achievement of results. More regular review of CSLA will inform changes in national priorities and services needed. Demonstrated support evident in: positive feedback from Audit Committee on activities; support by FFC Ministerial for increasing membership contributions; and additional donor funding for new activities.

### **KRA3 – FFA play a leadership role with a range of Strategic Partners**

**Assessment of progress** Clear evidence of results being achieved with demonstrated support from strategic partners/donors. This is through; continuation of multiyear funding from Australian and New Zealand Governments in addition to resourcing new initiatives to implement the FOF Roadmap and working with PNAO and other CROP agencies.

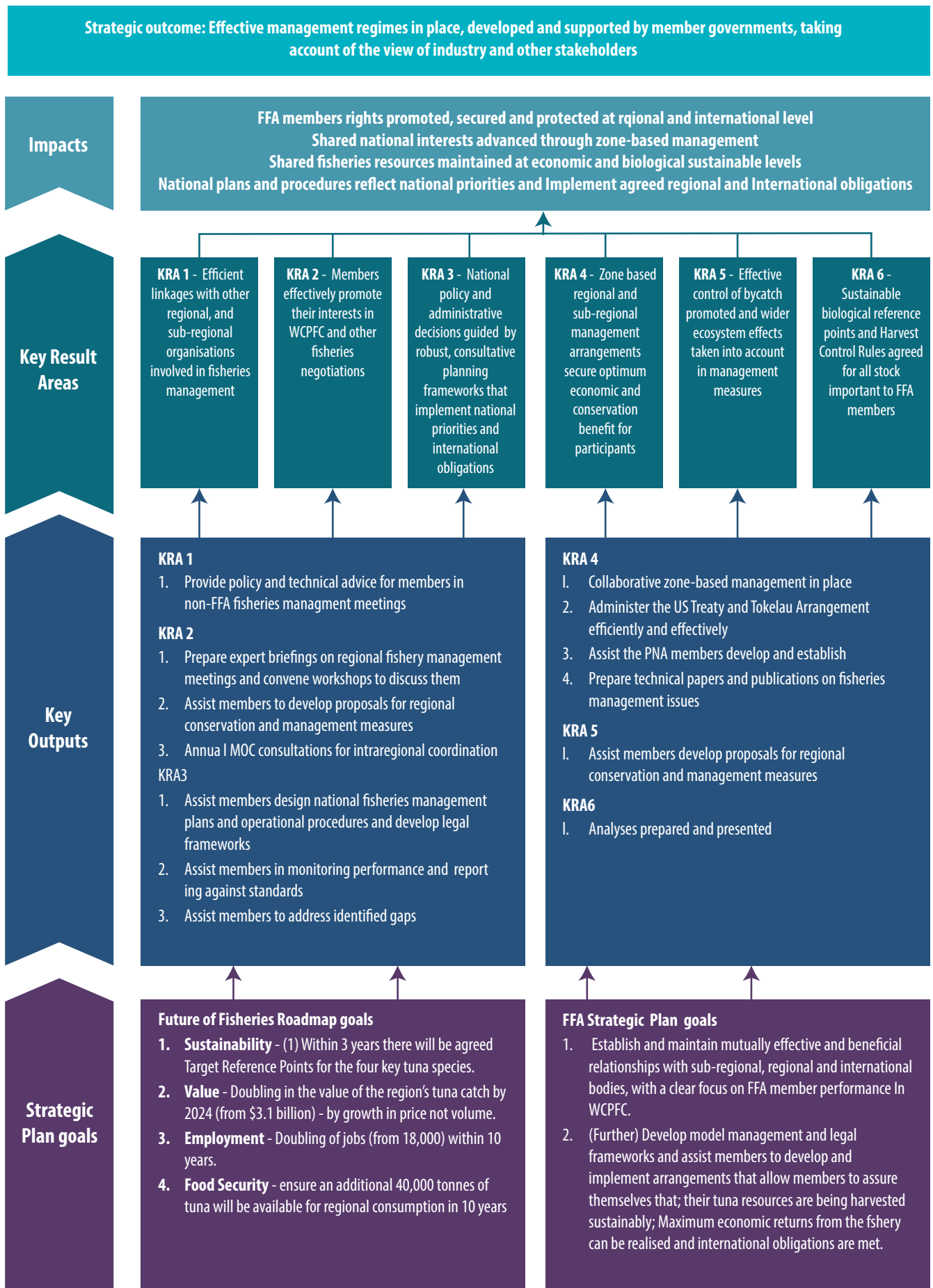
**Opportunities and Issues:** Providing policy and technical input and coordinating contact with donors to fund services delivered by the Secretariat will provide new opportunities to drive results at the regional, sub-regional and national level in terms of FOF Roadmap implementation.

### **KRA4 – Sound legal basis to enable tools to be legally binding and secure and protect rights**

**Assessment of progress** Key developments in the 2014/15 Year include:

- Niue Treaty Information System (NTIS), with notifications submitted by 3 Parties;
- Development of a Persons of Interest project to profile IUU offenders;
- Continued review of laws and policies to ensure they meet NTSA requirements; and
- Ensuring national security standards policy are robust and consistent with the FFC-endorsed regional security standards policy.

## B. Fisheries Management Results Diagram



## B. Fisheries Management

The Fisheries Management Division comprises of two sections; the Integrated Fisheries Management Section – made up of 5 internationally recruited Fisheries Management Advisers and the Treaty Administration Section – made up of the internationally recruited Manager and locally recruited Data Entry Officer.

### Overview

Overall, the main Outcome of “Effective fisheries management regime in place, developed and supported by member governments, taking account of the views of industry and other stakeholders” has been successfully progressed over the review period.

Progress for each of the six Key Result Areas is as follows;

#### **KRA1 – Efficient linkages with other regional and sub-regional organisations involved in fisheries management**

**Assessment of progress:** Ongoing collaboration with SPC’s Oceanic Fisheries Programme, PNA Office and the Te Vaka Moana group, providing direction or support where requested and necessary. No recent work with the Melanesian Spearhead Group - Fisheries Technical Advisory Committee (FTAC), with its focus now more on coastal fisheries and aquaculture.

#### **KRA2 – Members effectively promote their views in WCPFC decisions.**

**Assessment of progress:** Nine (9) substantive proposals for new or improved mechanisms or management measures were made by FFA members in 2015. Of the four priorities identified by FFC, three were advanced. Although the South Pacific albacore Target Reference Point was not agreed, the Commission agreed to make a decision on this before the end of 2016. Significant progress was also noted in implementation of the Harvest Strategy Approach and the monitoring of compliance by members with WCPFC agreed measures.

**Opportunities and Issues:** The capacity requirements for FFA members in respect of WCPFC priorities continues to escalate. The additional processes have, however, driven improvements in the management of tuna fisheries in FFA member EEZs. While the Commission remains potentially the only fully effective mechanism for limiting fishing on the high seas, its high seas management measures need considerable strengthening if it is to achieve this goal.

#### **KRA3 – National policy and administrative decisions guided by robust, consultative frameworks that implement national priorities and international obligations**

**Assessment of progress:** The WCPFC compliance monitoring process continues to develop. The most significant noncompliance is by distant water fishing nations. FFA member national capacity appears to be improving significantly from year to year, driven by the national requirement to effectively control fishing activities in their EEZs, the need to comply with subregional and regional agreements, and global drivers such as market state requirements and consumer-oriented certification and documentation schemes.

**Opportunities and Issues:** Assistance to members in the design and implementation of national systems to implement regionally-agreed zone-based management mechanisms is an increasing priority, particularly for the longline fisheries, through both the Tokelau Arrangement Catch Management Scheme for South Pacific albacore, and the PNA longline Vessel Days Scheme. Several identified projects over the next few years will assist in this area.

#### **KRA4 – Collaborative zone-based regional and subregional management arrangements secure optimum economic and conservation benefit for participants.**

**Assessment of progress:** (1) three subregional collaborative zone-based management schemes (Palau Arrangement Purse Seine VDMS, Palau Longline VDMS and Tokelau Arrangement Catch Management

Scheme) are at different stages of implementation. Neither of the longline Schemes are yet to be recognised by WCPFC CMMs. (2) While considerable work remains for strengthening the SP-ALB CMM, status of the fishery appeared to improve marginally in 2015/16 (3) 2015/16 fishing under the USTT was in accordance with the treaty and the return was better, in terms of dollars per day, than other access arrangements; (4) Pacific Island Parties and the US reached a landmark agreement on 25 June on the renewal of the US Treaty for six years, subject to approval by FFC Ministers and favourable consideration at high levels within the US Government in the context of rescinding its Withdrawal from the Treaty.

**Opportunities and Issues:** The establishment of collaborative zone-based management and control by coastal States over the allocation and benefits from sustainable fisheries in their EEZs has taken years to establish and remains an ongoing priority task. The negotiation of a proposed 3rd UNCLOS Implementing Agreement for the management of biodiversity in areas beyond national jurisdiction (BBNJ) may impact (either positively or negatively) the ability of RFMOs globally to achieve such outcomes. The sustained engagement of members and the Secretariat in BBNJ issues is a priority over the coming twelve months.

#### **KRA5 – Effective control of by-catch is promoted and wider ecosystem effects are taken into account in management measures.**

**Assessment of progress:** Work undertaken included : developing national plans of action on bycatch (sharks, turtles, seabirds) based on the FAO IPOA models, development of WCPFC measures, and workshops to assist countries with the implementation of CITES export controls and responding to other market-state measures.

**Opportunities and Issues.** At the moment, a significant proportion of WCPFC meeting time is spent on bycatch. FFA members need to maintain clear understanding of these issues as it is likely that increasing limitations on tuna fisheries – particularly longline fisheries – will result from managing their impacts on non-target populations.

#### **KRA6 – Sustainable biological reference points and Harvest Control Rules agreed for all stocks important to FFA members.**

**Assessment of progress:** The FFA-endorsed, PNA-led proposal for a Target Reference Point (TRP) for the Skipjack stock was agreed by WCPFC in December 2015. The FFA-endorsed, TKA-led SP-Albacore TRP proposal was not agreed by WCPFC, but envisages it being agreed before the end of 2016. Subregionally-led work is continuing on Harvest Control Rule proposals for these two stocks. Additional groundwork for the advancement of transboundary-stock TRPs that are not based entirely on biological MSY, but which also take economics and the special requirements of SIDS into account, was laid at the UN Fish Stocks Agreement Renewed Review Conference in May 2016.

**Opportunities and Issues:** The full implementation of the Precautionary Approach (as the Harvest Strategy Approach , and the use of Management Strategy Evaluation as described under UNFSA and the WCPFC Convention) is important in maintaining access to western markets, as well as implementing more rigorous highly migratory stock management at the regional level.



**A BUSY YEAR FOR THE FFC CHAIR-** Hon. Elisala Pita of Tuvalu served as FFC Chair from July 2015 until his handover a year later in Vanuatu but before that he marked milestone moments for Pacific Fisheries in 2016, helping to close positive outcomes for the FFA-US Treaty, and welcoming the Pacific's first quantitative evaluation on IUU Tuna Fishing. Pita began his role as Chair in July 2015, when he welcomed Forum Fisheries Ministers to the 11th annual session, hosted in Tuvalu where a new Future of Fisheries Roadmap and Report cards were endorsed. By September he was presenting the Roadmap to Forum Leaders in PNG, and in December, he was raising his voice on issues closest to his heart at the WCPFC in Bali.



# C. Fisheries Development Results Diagram





## C. Fisheries Development

The Fisheries Development Division comprise 6 Units: Economic Intelligence, Fisheries Development Support, Investment Facilitation, Trade and Export Facilitation, DevFISH2 project (now completed), and TeVaka Moana Project.

### Overview

The main outcome “Tuna Fisheries have been developed to maximise social and economic benefits to members from the sustainable use of our shared resources” - has been successfully progressed over the period under review. For some of the KRAs economic data will not be available till later in the year to substantiate impact of recent work undertaken.

Progress for each of the four Key Result Area is as follows;

#### **KRA1 – Increased domestication of tuna industries, increased employment.**

**Assessment of progress:** Employment growth in the processing sector continues –although clearly this is not attributable only to FFA support.

**Opportunities and Issues:** Development planning and support for associations remains relevant, although there tends to be a focus on more immediate issues.

#### **KRA2 – Current levels of market access are sustained and enhanced.**

**Assessment of progress:** Work has focussed mainly on access to the EU market. Market access has been sustained for three exporting countries, with threats posed by IUU yellow cards overcome in two of them. One additional country is close to receiving approval for its sanitary competent authority.

**Opportunities and Issues:** Export values have been negatively affected by the decline in price of tuna for canning since 2012/13. Efforts to develop a regional CA support unit have been delayed due to funding issues.

#### **KRA3 – New and beneficial investment in the tuna industry.**

**Assessment of progress:** New investment in processing and domestication of vessels continues. The project has supported proposals for aid funded infrastructure.

**Opportunities and Issues:** There is a new emphasis on evaluating the costs of concessions relative to the economic benefits of investments and joint ventures – both current and planned.

#### **KRA4– The value of access increases, allowing higher access fees and/or other economic benefits.**

**Assessment of progress:** Growth in access fee revenues is largely due to the success of PNA members in driving up fees for purse seine vessel days.

**Opportunities and Issues:** Improved management of longline fisheries should see an increase in the value of these fisheries in the longer term.

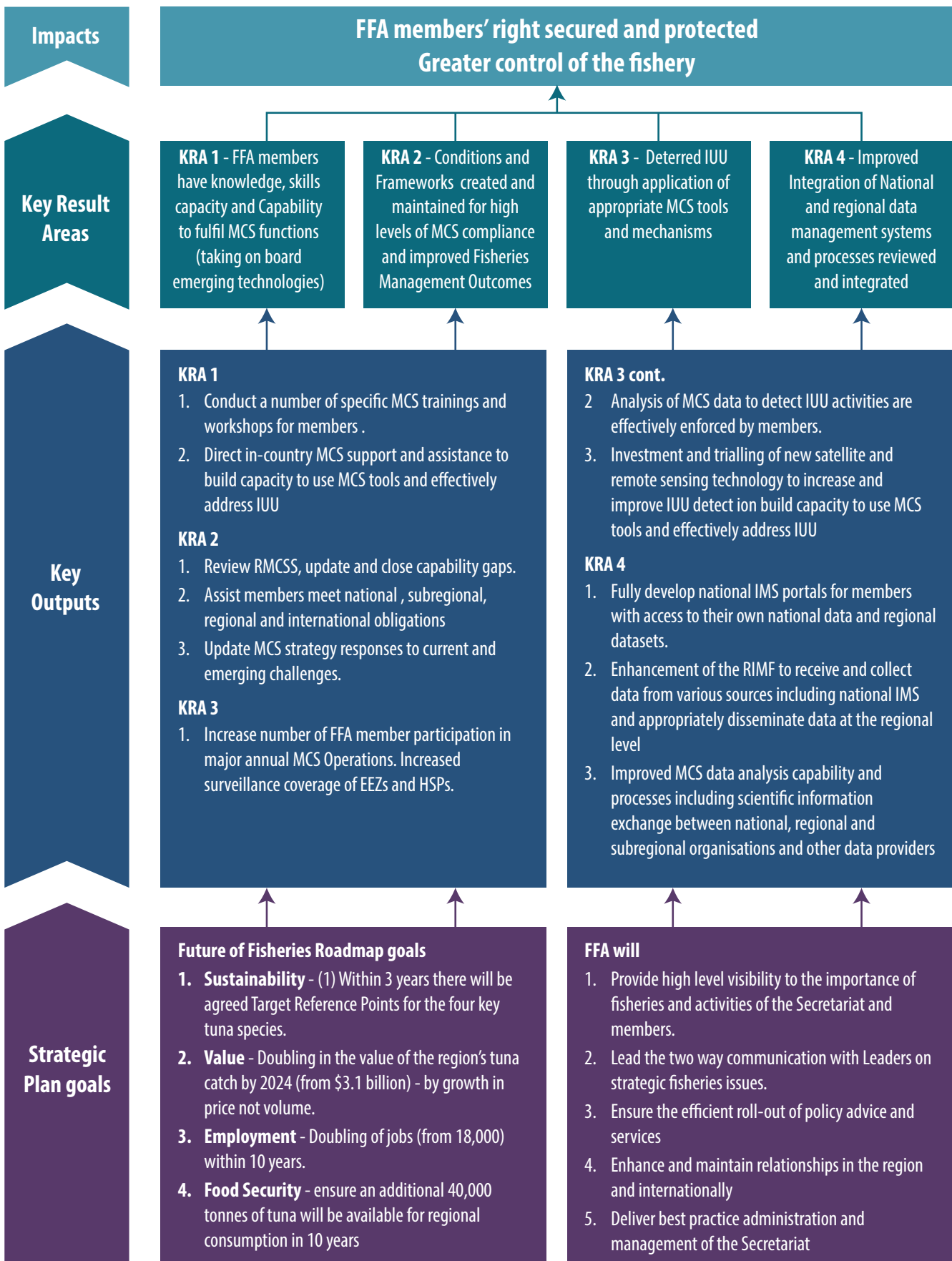
#### **NON SPECIFIC SUPPORT – Provision of support for ad-hoc needs for economic and development advice, TVM administration, minor projects and programme for increasing economic returns for Leaders.**

**Assessment of progress:** Work in response the leaders’ decisions on fisheries is progressing well and on schedule.

**Opportunities and Issues:** The TVM project has progressed slowly for a number of reasons, but has a more feasible workplan for the coming year.

# D. Fisheries Operations Results Diagram

**Strategic outcome: Benefits to FFA members from fisheries are reinforced by robust Monitoring, Control and Surveillance in support of fisheries management frameworks**



# D. Fisheries Operations

The Fisheries Operations Division has four units: the Monitoring, Control and Surveillance (MCS) Unit, the Vessel Monitoring System (VMS) Unit, the Regional Observer Program Unit and the Information Technology Unit. In addition to the above, one member from each of the Australian and New Zealand military services are also seconded to the Regional Fisheries Surveillance Centre for a period of two years on an ongoing basis.

## Overview

Overall, the Main Outcome “Benefits to FFA members from fisheries are reinforced by robust Monitoring, Control and Surveillance in support of fisheries management frameworks” has been successfully progressed and remains on track.

## Progress Report

Progress for each of the four Key Result Areas is as follows;

### **KRA1 – FFA members have knowledge, skills, capacity and capability to fulfil MCS functions (taking on board emerging technologies)**

**Assessment of progress:** Training programs over the year were mainly focused on Observer Programs bringing the total number of observers in the region to 750, and debriefers to 60. Other training included the MCS Foundation Course where 16 fisheries officers attained Certificate IV in fisheries MCS; a number of attachments at FFA; participation in the four major Regional Fisheries Surveillance Operations, as well as VMS training on the new VMS system.

**Opportunities and Issues:** The focus on training more observers has now changed to improving and building observer debriefing capacity, a shift from quantity to quality of observer data and output.

The MCS Foundation Course provides the basic minimum qualification and certification for MCS officers in the region with a long term objective of running the program on an annual basis within USP. The current issue with the programme has been in securing a sustainable funding mechanism to support the training in the long term.

### **KRA2 – Conditions and Frameworks created and maintained for high levels of MCS compliance and improved Fisheries Management Outcomes**

**Assessment of progress:** There has been new in-country work with four members on the development of NPOAs on IUU bringing to a total of eight members with which the Secretariat has worked. The major area of work scheduled for the year was the Review of the Regional MCS Strategy. The review of the Strategy will now take place in the next financial after the Current MCS Review work is completed as directed by Pacific Islands Forum leaders last year.

**Opportunities and Issues:** Two major areas of work under this KRA are the Review of the Regional MCS Strategy and the Port States Measure Gaps Analysis. Both activities will have implications on other areas of work with members including relevant in-country reviews and development of other related measures.

### **KRA3 – Deterred IUU through application of appropriate MCS tools and mechanisms.**

**Assessment of progress:** Four (4) major regional surveillance operations were undertaken. Operation Big Eye involved six countries, Operation Kurukuru involved all members. The RFSC also provided support to Operation Rai Balang which involved three members and Operation Tui Moana in which four members participated. The RFSC also provided some support and oversight to bilateral and other member-initiated operations.

**Opportunities and Issues:** Analysis of Observer data is being carried out on an ongoing basis. Thirty potential cases were identified under the US Treaty arrangement and reported to the US authorities whilst 200 observer-reported incidences were identified from fishing vessels fishing under bilateral and subregional arrangements. These were also reported to members for follow up action. There has been minimal feedback and clearly this follow-through is an issue that needs to be addressed.

#### **KRA4 – Improved Integration of National and regional data management systems and processes reviewed and integrated.**

**Assessment of progress:** As of March 2016 there were twelve (12) national IMS visits to eight Member countries which included five IMS scoping visits to determine Member needs and priorities. All members now have access to an IMS portal compared to just twelve last year.

**Opportunities and Issues:** Effective utilisation of the IMS in the context of MCS is an area of opportunity that requires more work.

Access to reliable Internet bandwidth is highlighted as a limiting factor for some Members.

- ▼ **Caption: Bringing in a new look for the (Refurbished) Regional Fisheries Surveillance Centre in October 2015 -- ribbon duties fell to Australia's High Commissioner (H.E. Andrew Byrne) (right) and Colonel Andrew Freeman, a member of the visiting course from the ADF Centre for Defence and Strategic Studies.**



# E. Corporate Services

CSD is responsible for the overall financial and human resource management of the Agency. Commencing in 2016, as requested by the Director General, CSD has taken on a stronger role in assisting HLA with Strategic Management, matching program priorities to resources and participating more actively in donor liaison, reporting and forward-planning processes.

## Progress Report

Progress for each of the Key Result Areas is as follows;

### **KRA1– Effective and ethical management of the Agency’s financial resources.**

**Assessment of progress:** All external audit outcomes were unqualified, the EU-mandated 7 Pillar process identified non-critical areas for better self-regulation. Implementation of a new Budget model will allow for enhanced forward budgeting. A balanced budget was delivered for 2016/17 with greater analysis of challenges and Agency-wide coordination.

**Opportunities and Issues:** the volatility of international finance markets will continue to require active management of Agency finances.

### **KRA2 – High performing Human Resources are recruited and managed effectively - underpinned by a sound Performance Management System.**

**Assessment of progress:** Nine new international staff joined the Agency and the “Scout” system improved the efficiency of selection procedures. The upgrade of the Orange HRIS was advanced to enable interface with other systems and promote potential staff self-service. Work to review and strengthen linkages between the SOI and AWPB was progressed. Work commenced on a Review of the Staff Performance Management System.

**Opportunities and Issues:** Further consideration of the staff Performance Management System is required. As more staff are recruited in association with multilaterally-funded programs (such as GEF and World Bank) the Agency needs to ensure that equitable regulations and procedures are sustained wherever possible.

### **KRA3 – The Agency is effectively administered including in terms of office support, travel and all physical assets.**

**Assessment of progress:** Significant progress with FFA infrastructure enhancement was delivered with cost-effective purchase and disposal of assets. The FFA headquarters was maintained to a high standard and hosted numerous high-level events. Travel services were maintained with improved performance targets met in terms of advance bookings and cost savings.

**Opportunities and Issues:** The Honiara physical environment is severe and proactive asset management matched to available resources is a constant requirement.

### **KRA4 – FFA Property is maintained with high occupancy and optimal revenue flows into a self-funding and sustainable Housing Fund.**

**Assessment of progress:** a marked improvement in the refit and upgrade of housing was possible due to enhanced donor support, particularly from New Zealand.

**Opportunities and Issues:** An internal audit report provided useful guidance on the enhanced management of FFA-owned housing. The recommendations are being progressively implemented where feasible and will be further pursued in the coming year as a benchmark process.

**KRA5 – CSD delivers effective Strategic Advice and supports the work of all Divisions, including HLA, through proactive engagement in key business systems and support for policy outcomes where required.**

**Assessment of progress:** A new Donor Reporting Schedule with stronger reporting oversight was implemented. The 2016/17 AWPB agreed with no drawdown on reserves planned and improved Statement of Intent (SOI) linkages identified. CSD demonstrated stronger engagement on Corporate Governance and cooperated effectively with Internal Audit. A Gender Framework was drafted for the FFC Ministerial. CSD reduced pressure on HLA through engagement in CROP and broader international processes.

**Opportunities and Issues:** Given current demands it will be important to maintain an appropriate balance between 'core' CSD business and those issues falling more directly within this KRA. Work in progress includes a broader review of FFA Business Models in tandem with the FFC-approved review of the Agency, stronger strategic engagement with the donor community, a review of CSD structure and functions, completion and promulgation of Financial, Administrative, and Governance Policies and a proposed 'Health Check' on FFA Financial operations and staffing.

- ▼ Services to member countries covers a range of areas in Fisheries Management, Operations and Development, with media capacity support including in country workshops, media fellowships for journalists, and dialogue sessions between the Fisheries and Media sectors as part of the #TUNAnomics media initiative.



# Services for Member Countries

MEMBER COUNTRIES	SERVICES PROVIDED
<b>Australia</b>	<ul style="list-style-type: none"> <li>• Responding to occasional requests for information on market access and fisheries economics</li> <li>• Broad-based consultation on wide ranging fisheries management issues and the implementation of key Roadmap objectives</li> <li>• Sustained cooperation in the implementation of program and project support with the FFA and its membership</li> <li>• Advancing regionalism where appropriate within the delivery of services to members</li> <li>• Continual enhancement of the Regional Fisheries Surveillance Center through new and sustained programs and assistance</li> </ul>
<b>Cook Islands</b>	<ul style="list-style-type: none"> <li>• CSLA M&amp;E and update</li> <li>• Legislative review</li> <li>• NTSA briefing and review</li> <li>• National fisheries framework support</li> <li>• WCPFC Annual Reports (Part2)</li> <li>• PDF Administration</li> <li>• BOJAK electronic application developed</li> <li>• Operation TuiMoana 2016</li> <li>• Operation IkaMoana</li> <li>• Operation Tautai 2016</li> <li>• National IMS Portal implementation</li> <li>• Daily MCS coverage of EEZ and High Seas</li> <li>• Social media training for Fisheries officials</li> <li>• Media focus groups for CIG HOMs and Cabinet</li> <li>• Media Fellowship to WCPFC12</li> </ul>
<b>FSM</b>	<ul style="list-style-type: none"> <li>• CSLA M&amp;E and update</li> <li>• Legislative review</li> <li>• Media Fellowship to PINA 2016, Palau</li> <li>• VDS Implementation support</li> <li>• Communicating tuna workshop, NORMA</li> <li>• Visibility support to FSM Fisheries Seminar (PROP)</li> <li>• National fisheries framework support</li> <li>• WCPFC Annual Reports (Part2)</li> <li>• PROP capacity building support</li> <li>• PDF Administration</li> <li>• Sanitary CA – support for establishment</li> <li>• Cost benefit analysis of domestic industry and VDS policy development</li> <li>• Access negotiations brief</li> <li>• Institutional strengthening support</li> <li>• Refrigeration study report</li> <li>• Assistance with EU catch certification for transshipment</li> <li>• Institutional strengthening support</li> <li>• Refrigeration study report</li> <li>• MCS attachment</li> <li>• BOJAK electronic application developed</li> </ul>

MEMBER COUNTRIES	SERVICES PROVIDED
	<ul style="list-style-type: none"> <li>• Operation Rai Balang 2016</li> <li>• National IMS Portal implementation</li> <li>• TUFMAN access</li> <li>• Daily MCS coverage of EEZ and High Seas</li> </ul>
<b>Fiji</b>	<ul style="list-style-type: none"> <li>• National fisheries framework support</li> <li>• WCPFC Annual Reports (Part2)</li> <li>• PDF Administration</li> <li>• Technical support to tuna industry association</li> <li>• Export to EU - competent authority support</li> <li>• MCS attachments</li> <li>• National IMS Portal implementation</li> <li>• Daily MCS coverage of EEZ and High Seas</li> <li>• TUNAnomics Media initiative training</li> <li>• Media Fellowships to Pacific Tuna Forum, FFCMIN12, WCPFC12</li> </ul>
<b>Kiribati</b>	<ul style="list-style-type: none"> <li>• CSLA M&amp;E and update</li> <li>• Legislative review</li> <li>• NTSA briefing and review</li> <li>• Legal Advisor attachment</li> <li>• WCPFC Annual Reports (Part2)</li> <li>• PDF Administration</li> <li>• Assisted with EU mission questionnaire for SPS CA</li> <li>• Bagan project</li> <li>• Refrigeration study report</li> <li>• Attachments with FDD</li> <li>• Assisted with EU IUU mission report and yellow card action plan</li> <li>• Operation Tautai 2016</li> <li>• National IMS Portal implementation</li> <li>• Daily MCS coverage of EEZ and High Seas</li> </ul>
<b>Marshall Is</b>	<ul style="list-style-type: none"> <li>• Legislative review</li> <li>• Legal Advisor attachment</li> <li>• WCPFC Annual Reports (Part2)</li> <li>• PROP capacity building support</li> <li>• PDF Administration</li> <li>• Analysis of concessions for domestic vessels</li> <li>• Access negotiations brief</li> <li>• Support for EU catch documentation (transshipment)</li> <li>• Completion of transshipment study</li> <li>• BOJAK electronic application developed</li> <li>• Operation Rai Balang 2016</li> <li>• National IMS Portal implementation</li> <li>• TUFMAN access</li> <li>• Daily MCS coverage of EEZ and High Seas</li> </ul>
<b>Nauru</b>	<ul style="list-style-type: none"> <li>• Legislative review</li> <li>• NTSA briefing and review</li> <li>• WCPFC Annual Reports (Part2)</li> <li>• PDF Administration</li> <li>• National IMS Portal implementation</li> <li>• Daily MCS coverage of EEZ and High Seas</li> </ul>



MEMBER COUNTRIES	SERVICES PROVIDED
<b>New Zealand</b>	<ul style="list-style-type: none"> <li>• PDF Administration</li> <li>• Responses to occasional queries on fisheries economics and market access</li> <li>• Broad-based consultation on wide ranging fisheries management issues and the implementation of key Roadmap objectives</li> <li>• Sustained cooperation in the implementation of program and project support with the FFA and its membership</li> <li>• Advancing regionalism where appropriate within the delivery of services to members</li> <li>• Continual enhancement of the Regional Fisheries Surveillance Center through new and sustained programs and assistance</li> </ul>
<b>Niue</b>	<ul style="list-style-type: none"> <li>• Legislative review</li> <li>• NTSA briefing and review</li> <li>• WCPFC Annual Reports (Part2)</li> <li>• PDF Administration</li> <li>• Refrigeration study report</li> <li>• Operation TuiMoana 2016</li> <li>• Operation Tautai 2016</li> <li>• Daily MCS coverage of EEZ and High Seas</li> <li>• Social media training for Fisheries officials</li> </ul>
<b>Palau</b>	<ul style="list-style-type: none"> <li>• CSLA M&amp;E and update</li> <li>• Boundary delimitation</li> <li>• WCPFC Annual Reports (Part2)</li> <li>• Work on Plan for transition of longline fishery</li> <li>• Access negotiations advice</li> <li>• Institutional strengthening advice</li> <li>• NPOA-IUU desktop analysis</li> <li>• Operation Rai Balang 2016</li> <li>• National IMS Portal implementation</li> <li>• Daily MCS coverage of EEZ and High Seas</li> <li>• Regional TUNAnomics Media Dialogue (PINA 2016)</li> </ul>
<b>Papua New Guinea</b>	<ul style="list-style-type: none"> <li>• WCPFC Annual Reports (Part2)</li> <li>• EU IUU audit support</li> <li>• WCPFC Regional Obligations workshop</li> <li>• NPOA for Bycatch</li> <li>• PDF Administration</li> <li>• Business plan for fishing operation</li> <li>• Export to EU Competent Authority support</li> <li>• Review of fish and fishery products standard</li> <li>• EU Yellow card lifted –support and follow-up</li> <li>• Review of State Agreements</li> <li>• Provincial Development Planning training</li> <li>• Provincial Development Plan prepared</li> <li>• High level study visit arranged</li> </ul>
<b>Samoa</b>	<ul style="list-style-type: none"> <li>• CSLA M&amp;E and update</li> <li>• Legislative review</li> <li>• NTSA briefing and review</li> <li>• Legal Advisor attachment</li> <li>• National fisheries framework support</li> <li>• WCPFC Annual Reports (Part2)</li> <li>• PDF Administration</li> </ul>

MEMBER COUNTRIES	SERVICES PROVIDED
	<ul style="list-style-type: none"> <li>• Tuna Development Plan Review</li> <li>• Sanitary CA - advice on regulations</li> <li>• Refrigeration study report</li> <li>• Advice on feasibility study of tuna processing plant</li> <li>• Development of National MCS Strategy</li> <li>• BOJAK electronic application developed</li> <li>• Operation TuiMoana 2016</li> <li>• Operation IkaMoana</li> <li>• National IMS Portal implementation</li> <li>• Daily MCS coverage of EEZ and High Seas</li> <li>• Social media training for Fisheries officials</li> </ul>
<b>Solomon Is</b>	<ul style="list-style-type: none"> <li>• Legal attachment for 8 law graduates</li> <li>• WCPFC Annual Reports (Part2)</li> <li>• PROP capacity building support</li> <li>• PDF Administration</li> <li>• PITIA Secretariat relocated</li> <li>• Export to EU support – sanitary CA</li> <li>• Assistance in addressing EU IUU yellow card</li> <li>• Operation SOLVAN 2016</li> <li>• National IMS Portal implementation</li> <li>• Daily MCS coverage of EEZ and High Seas</li> <li>• TUNAnomics Media initiative training</li> <li>• Media fellowships to FFA HQ</li> <li>• NFD Media mentoring support</li> </ul>
<b>Tokelau</b>	<ul style="list-style-type: none"> <li>• WCPFC Annual Reports (Part2)</li> <li>• PDF Administration</li> <li>• Operation TuiMoana 2016</li> <li>• National IMS Portal implementation</li> <li>• Daily MCS coverage of EEZ and High Seas</li> </ul>
<b>Tonga</b>	<ul style="list-style-type: none"> <li>• CSLA M&amp;E and update</li> <li>• Legislative review</li> <li>• NTSA briefing and review</li> <li>• Legal Advisor attachment</li> <li>• National fisheries framework support</li> <li>• WCPFC Annual Reports (Part2)</li> <li>• PDF Administration</li> <li>• Support for trade consultation</li> <li>• Development of National MCS Plans</li> <li>• MCS Plan/Strategy developed</li> <li>• NPOA-IUU developed</li> <li>• National IMS Portal implementation</li> <li>• Daily MCS coverage of EEZ and High Seas</li> <li>• Media support TA (TVM)</li> <li>• Social media training for Fisheries officials</li> </ul>
<b>Tuvalu</b>	<ul style="list-style-type: none"> <li>• Legislative review</li> <li>• NTSA briefing and review</li> <li>• TUNAnomics Media initiative training</li> <li>• Media Fellowship to WCPFC 12</li> <li>• Legal Advisor attachment</li> <li>• WCPFC Annual Reports (Part2)</li> <li>• EU IUU audit support</li> </ul>

MEMBER COUNTRIES	SERVICES PROVIDED
	<ul style="list-style-type: none"> <li>• Refrigeration study report</li> <li>• Fisheries website development</li> <li>• PROP capacity building support</li> <li>• NPOA for Bycatch</li> <li>• PDF Administration</li> <li>• Action plan for EU yellow card</li> <li>• National IMS Portal implementation</li> <li>• Daily MCS coverage of EEZ and High Seas</li> </ul>
<b>Vanuatu</b>	<ul style="list-style-type: none"> <li>• Legislative review</li> <li>• NTSA review</li> <li>• Legal Advisor attachment</li> <li>• WCPFC Annual Reports (Part2)</li> <li>• NPOA for Bycatch</li> <li>• PDF Administration</li> <li>• VMS Fellowship trainings</li> <li>• Operation SOLVAN 2016</li> <li>• National IMS Portal implementation</li> <li>• NTIS access</li> <li>• NTSA notification support</li> <li>• Media Fellowship to FFA HQ</li> <li>• Daily MCS coverage of EEZ and High Seas</li> </ul>

▼ FFA Legal Counsel Dr Manu Tupou-Roosen (white shirt) with FFA team members during an NTSA tabletop workshop in 2015.



MEMBER COUNTRIES	SERVICES PROVIDED
<b>Regional</b>	<ul style="list-style-type: none"> <li>• WCPFC Annual Session preparation</li> <li>• Prep for WCPFC Technical mtgs.</li> <li>• TCC and WCPFC CMS committee</li> <li>• National zone limits adopted into TKA</li> <li>• USTT renegotiations</li> <li>• USTT PIP and PDF funds disbursed</li> <li>• Policy papers for regional issues</li> <li>• MOC paper on Seabirds</li> <li>• WCPFC briefings on other bycatch</li> <li>• SKJ &amp; ALB TRPs WCPFC proposals</li> <li>• SKJ &amp; ALB Harvest Strategy Workplan</li> <li>• IUU Quantification Study</li> <li>• Aerial Surveillance Report</li> <li>• Lead for Taskforce on increasing economic returns</li> <li>• Energy audits – best practice guide</li> <li>• Economic indicators – collection and reporting</li> <li>• Economic analysis for Tokelau Arrangement</li> <li>• HACCP Training (industry and Govt.)</li> <li>• Trade and Industry publications</li> <li>• Economic analysis for UST fee levels</li> <li>• Bio-economic model revised and updated</li> <li>• Trade news – monthly information</li> <li>• NTSA Working Group</li> <li>• Regional Prosecutors course</li> <li>• Estimation of WCPO catch values</li> <li>• Economic analysis for Management Options</li> </ul>
<b>Sub-regional</b>	<ul style="list-style-type: none"> <li>• Funding for VDS Strengthening - PNA</li> <li>• Economics research workshop participation and follow up on tuna price drivers - PNA</li> <li>• Observer Training</li> <li>• Access Agreement advice for TVM workshop</li> <li>• TVM project administration</li> <li>• Participation in TVM GC and other activities</li> </ul>

▼ Support for MCS and Surveillance work led by Pacific nations is at the forefront of the Pacific watch over EEZs.



# Acronyms

<b>AWPB</b>	Annual Work Program and Budget Summarised in the “Statement of Intent”. Presented as a separate agenda document.
<b>CROP</b>	Council of Regional Organisations in the Pacific
<b>CMM</b>	Conservation Management Measure
<b>DevFish</b>	EU funded project implemented by FFA
<b>EEZ</b>	Exclusive Economic Zone.
<b>EU</b>	European Union.
<b>FAO</b>	Food and Agricultural Organisation (of the United Nations)
<b>FFC</b>	Forum Fisheries Committee
<b>GEF</b>	Global Environment Facility.
<b>IUU</b>	Illegal, Unlicensed and Unregulated fishing. A major source of tuna revenue loss for FFA member countries.
<b>KRA</b>	Key Result Area
<b>MCS</b>	Monitoring, Control and Surveillance. A Fisheries Operations sub-output.
<b>NGOs</b>	Nongovernmental Organisations
<b>PIFS</b>	Pacific Islands Forum Secretariat
<b>PNA</b>	Parties to the Nauru Agreement.
<b>RSL</b>	Results Service Logic
<b>SC</b>	Scientific Committee (of the WCPFC)
<b>SPC</b>	Secretariat of the Pacific Community.
<b>SPRFMO</b>	South Pacific Regional Fisheries Management Organisation
<b>SPC/OFP</b>	Secretariat of the Pacific Community’s Oceanic Fisheries Programme
<b>SOI</b>	Statement of Intent
<b>TCC</b>	Technical and Compliance Committee (of the WCPFC)
<b>UST</b>	United States Treaty – official name: “Multilateral Treaty on Fisheries between Government of Certain Pacific States and the Government of the United States of America
<b>VDS</b>	Vessel Day Scheme
<b>VMS</b>	Vessel Monitoring System
<b>WCPFC</b>	Western and Central Pacific Fisheries Commission
<b>WCPO</b>	Western and Central Pacific Ocean

# Glossary of Terms

TERM	DEFINITION
End Outcomes	<ul style="list-style-type: none"> <li>• What we are striving to achieve for our member countries in the long-term.</li> <li>• For our purposes the Strategic Outcomes in the FFA Strategic Plan.</li> </ul>
Intermediate Results	<ul style="list-style-type: none"> <li>• What we need to achieve in the shorter term in order to contribute to our high level results in the longer term.</li> <li>• Concrete objectives that FFA can aim towards in the short to medium term (eg the next 12 months to three years)</li> <li>• 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 end outcomes we're aiming for</li> </ul>
Impact:	<ul style="list-style-type: none"> <li>• The effect of our activities on member countries. Addresses the question of “what difference are we making? “ Impact made up of several levels;             <ol style="list-style-type: none"> <li>1. near term results, immediate impact of our services (within 12 months of delivery)</li> <li>2. intermediate results are medium term changes in member countries’ situation, two to three years in future as a consequence of our services</li> <li>3. Longer term impact – changes in member countries situations in the long term ie from 3+ years as a result of our work</li> </ol> </li> </ul>
Impact Indicators	<ul style="list-style-type: none"> <li>• Indicates a change in the community, environment or economy,</li> <li>• Reflect the effectiveness of our services in contributing to Outcomes</li> <li>• Help determine whether anyone is “better off” as a result of services being provided</li> <li>• Will be influenced by more than one organization,</li> </ul>
Effective Performance Measurement	<ul style="list-style-type: none"> <li>• Monitoring &amp; Evaluation system</li> <li>• Of outputs to impact or results – “effectiveness measures” eg “Results Indicators” “Impact indicators”</li> <li>• Of inputs into outputs – “efficiency measures” eg “Service, Output or Performance Measures or Indicators” Look at how efficiently we deliver our services or output as well as the quality and timeliness of the service delivery</li> <li>• Of resources to inputs – “economy measures”</li> </ul>
Outputs	<ul style="list-style-type: none"> <li>• 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 - “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.</li> </ul>
Results (per se)	<ul style="list-style-type: none"> <li>• What FFA is trying to achieve for its members in the short to medium term</li> <li>• They describe what we are trying to achieve through our services</li> <li>• End points to be aimed for, rather than individual activities or strategies,</li> <li>• Will be influenced by a broad range of factors, many of which are beyond our control</li> <li>• The longer away it is on the future the less control we will have</li> </ul>
Sub-outputs	<ul style="list-style-type: none"> <li>• Activities undertaken by Divisions i.e. activities or sub-programs under the main Programs. These were previously known as Sub-programs</li> </ul>
Managing for Results and Accountability:	<ul style="list-style-type: none"> <li>• 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</li> <li>• Secretariat needs to deliver a mix of services which are reasonably likely to have a positive impact on results (other things being unchanged)</li> <li>• By tracking indicators over time frequently, evaluating assumptions, it will be able to monitor its impact and make service delivery changes where appropriate</li> </ul>





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**Strength through Cooperation**