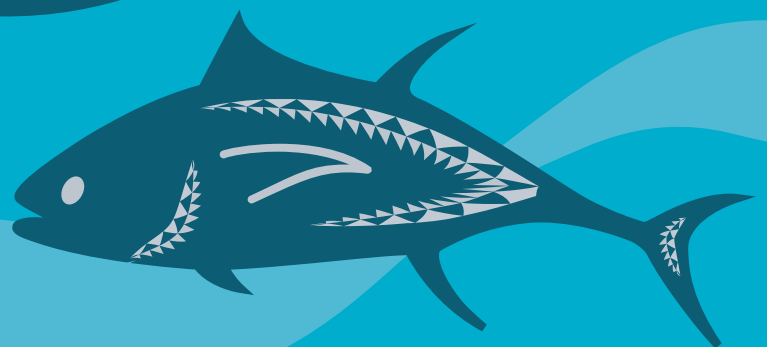




**FFA**  
PACIFIC ISLANDS  
FORUM FISHERIES  
AGENCY

PACIFIC ISLANDS FORUM  
FISHERIES AGENCY

**ANNUAL REPORT  
2021-2022**

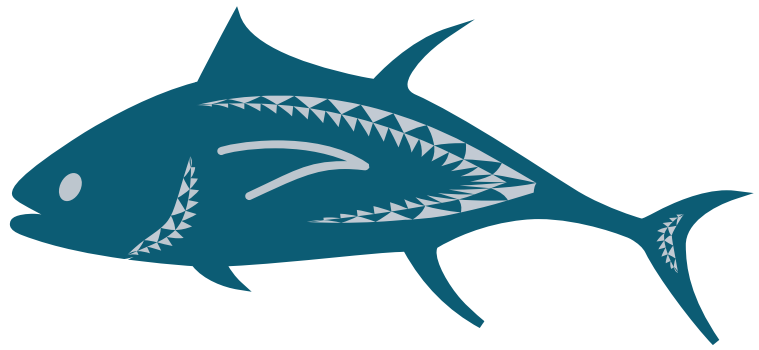


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# ACRONYMS

ADoD	Australian Department of Defence
AIS	Automatic Identification System
AOSIS	Alliance of Small Island States
ASP	Aerial Surveillance Program
BBNJ	Biodiversity Beyond National Jurisdictions
DFAT	Department of Foreign Affairs and Trade (Australia)
EAA	Economic Assistance Agreement
EDF	European Development Fund
EEZ	Exclusive Economic Zone
MCS	Monitoring, Control and Surveillance
MTCs	Harmonised Minimum Terms and Conditions
ICT	Information and Communications Technology
ISMS	Information Security Management System
IUU	Illegal, unreported, and unregulated fishing
MERLA	Monitoring, Evaluation, Reporting, Learning and Adaptation
MFAT	Ministry of Foreign Affairs and Trade (New Zealand)
MOC	Management Options Consultation
PEUMP	Pacific-European Union Marine Partnership
PIF	Pacific Islands Forum
PMSP	Pacific Maritime Security Program
PNAO	Parties to the Nauru Agreement Office
PSIDS	Pacific Small Island Developing States
QUADS	Quadrilateral Defence Coordination Groups
RFSC	Regional Fisheries Surveillance Centre
RMCSS	Regional Monitoring Control and Surveillance Strategy
RIMF	Regional Information Management Facility
SPC	Pacific Community
SPG	South Pacific Group
TAFE	Technical and Further Education (Australia)
UNFCCC	United Nations Framework Convention on Climate Change
VMS	Vessel Monitoring System
WCPCF	Western and Central Pacific Fisheries Commission



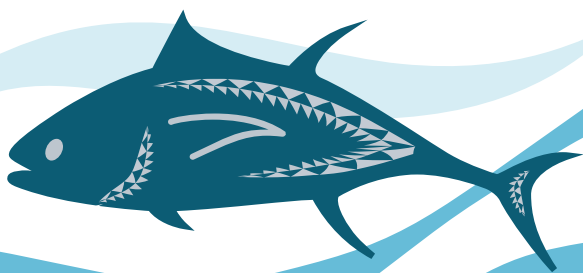
## ACKNOWLEDGEMENTS

The FFA Secretariat gratefully acknowledges the assistance of

- Members, the PNA Office,
- Sister agencies of the Council of Regional Organisations in the Pacific, and
- Development Partners.

We are also grateful for the support of Quadrilateral partners and non-government organisations in 2021-2022.

Without their collaboration and assistance, the Secretariat would have found it challenging to optimise services and support to Members.



# MESSAGE FROM THE DIRECTOR-GENERAL



It is an honour to present the FFA Annual Report 2021-2022, as part of the Secretariat's accountability to Members. The FFA reports on outcomes delivered during the previous 12 months, which are shaped by our Members and their priorities. While we have all been challenged by the ongoing impacts of the COVID-19 pandemic, the Secretariat and members have continued to progress work through virtual platforms. As always, it has been a privilege for the Secretariat to serve members over the past year.

## Landscape

COVID-19 has been a major stress test for the Secretariat as the global pandemic has had sudden, and sometimes severe, impacts on our Members and partners, even during the second year of the pandemic. The pandemic highlighted the value of resilience, and the need to quickly innovate in the way we applied our human, financial and technical resources.

The pivot to remote service delivery was made easier as FFA is used to working in a region where our communities are often small, remote and widely dispersed. FFA adapted quickly by making greater use of virtual platforms for meetings and information sharing.

Some of the changes forced on the Secretariat and its Members will continue after the pandemic has eased, as we reassess how to survive a major and lengthy shock to our work environment. Our region is used to disruptions such as cyclones, droughts, fires, earthquakes, tsunami and other events. However, their initial impacts might last only minutes, hours or days. COVID-19 has been two years and counting, with severe social and economic impacts in Member countries where it has gained a hold.

Regional cooperation remains central to our work and continues to be the platform for FFA to

build resilience. This aligns with the earlier call by Ministers that the fisheries sector *"continues to function effectively to ensure that economic revenues and associated benefits, including food security, continue to flow to Members during this extraordinary period"*.

Along with the changes forced on us by the pandemic, COVID-19 itself has also evolved, with new variants continuing to pose a challenge even with high vaccination rates and other health measures. The social and economic realities of our Pacific island communities mean that our limited resources can easily be stretched. As borders now start to open up, we have to learn to live with COVID-19, in some form, and for some time. While the pandemic is not yet over, your support has helped us come through the worst of it. We remain in good shape.

## Outcomes in a challenging year

From February 2020, FFA regional meetings have been conducted virtually. This allowed the Secretariat to continue its service delivery to Members despite Covid-related measures such as closed borders, restrictions on movement and disruptions to services and supplies.

A key priority has been to invest in technologies and innovative solutions to facilitate national and regional work. While extremely useful, these new approaches have limitations, especially with

substantive and complex negotiations, along with variable national communications infrastructure, and often high costs of internet access. The Secretariat is exploring solutions such as cloud servers and web-based tools for real-time access to documents and collaboration on shared online platforms.

Greater use of virtual platforms has led to cost savings in some areas, including travel and face-to-face meetings. These savings were reallocated to priority areas such as climate change, Observer livelihoods, organisational reviews, training, and more in-country support.

### International Advocacy

The Secretariat advocates on behalf of Member priorities both at regular meetings and events, as well as using opportunities as they present themselves. Our work includes preparation of technical briefs, and related support, to ensure consistent messages with FFA Members. As Director General, I have co-Chaired the CROP Oceans Taskforce alongside PIF Secretary General Henry Puna.

The 7th Our Ocean Conference was hosted by Palau in April 2022 with a focus on six areas: marine protected areas; a clean ocean; climate change; sustainable blue economies; sustainable food from the ocean; and maritime security. I was privileged to participate in the plenary session on maritime security as well as other events. The Secretariat also hosted a joint side-event on fisheries monitoring control and surveillance initiatives in the region.

In the lead-up to the UN Convention on Climate Change, the Secretariat was closely involved in regional preparations through the One CROP Plus mechanism. This work was aimed to place greater emphasis on the climate – ocean nexus; raise awareness of the climate change impacts on fisheries; and explore mechanisms for financing, including the loss and damage mechanism, to address the impacts of climate change on fisheries.

FFA is working with Members to ensure their interests are taken into account by the FAO Committee on Fisheries (COFI) in developing

international policy on fisheries governance. This is the only global intergovernmental forum where major international fisheries and aquaculture issues are examined. The 35th session of COFI will be held in September 2022.

The 4th intergovernmental conference to develop the Implementing Agreement on Biodiversity Beyond National Jurisdiction (BBNJ IA) was held in March 2022. Members are being assisted by the Secretariat to address the legal, policy and institutional implications on the fisheries sector of the proposed BBNJ IA.

### Fresh Approaches

The Secretariat will deliver the aspirations of the Members in the 2020-2025 Strategic Plan, through the Business Plan 2021-2025. The endorsed FFA 2021-2025 Business Plan sets out how the Secretariat will plan its work to deliver on the Strategic Plan and how we will be accountable to Members for the outcomes.

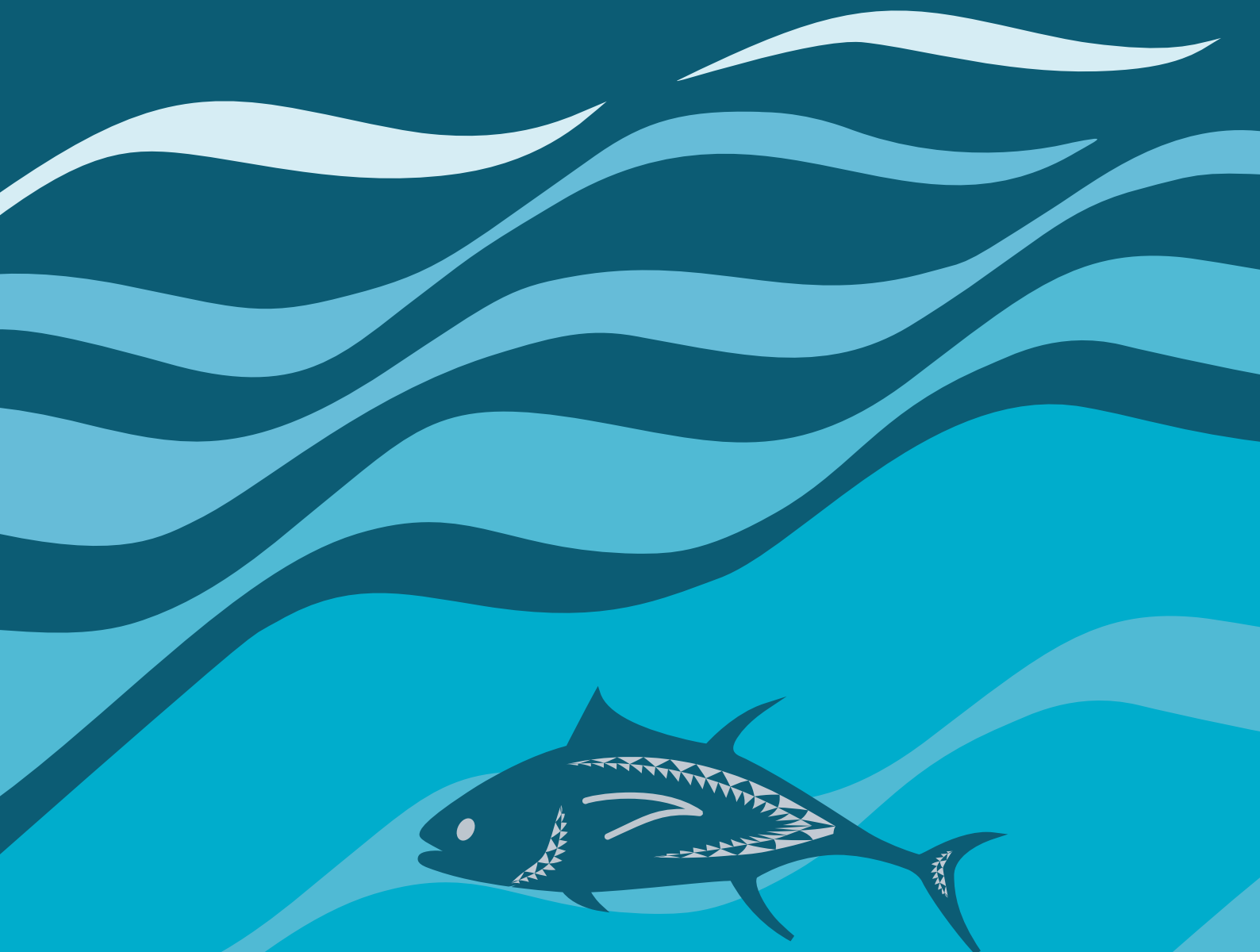
Seven FFA Values were taken from the principles of engagement for delivering the Strategic Plan. They include *collaborative partnership, integrity, professionalism, respect, social equity, engagement and responsiveness, and professional growth*. These FFA Values will be the focus of workshops before they are integrated into our planning and human resources processes.

Many of the challenges we face in our work were anticipated, while others were unexpected. The Secretariat has tried its best to address these challenges and is continually learning how to be in the best position to deliver services. The support and encouragement from Members and partners is gratefully acknowledged. I also wish to thank all the staff at FFA for their hard work and dedication.



**Dr Manu Tupou-Roosen**  
Director General

# SECTION A OVERVIEW AND HIGHLIGHTS



## Introduction

This Annual Report covers the second year of the 2020-25 Strategic Plan.

### FFA Vision:

*"That our people will enjoy the greatest possible social and economic benefits from the sustainable use of offshore fisheries resources".*

### FFA Mission:

*"Empowering FFA Members to take collective and national action for the sustainable use of offshore fisheries resources".*

## FFA Values:

The endorsed FFA Secretariat Core Values have been sourced from the five Principles that guide the way which FFC, FFA Members and the FFA Secretariat implement the Strategic Plan:

**Table 1 – FFA Principles & Endorsed FFA Secretariat Core Values**

#	FFA PRINCIPLES	FFA CORE VALUES sourced from the FFA Principles from page 8 of the Strategic Plan 2020-2025
1	<b>Regional Cooperation &amp; Solidarity</b>	1. <b>Collaborative Partnership</b> – We will work in collaborative partnership with Members, Partners and Donors in the implementation of the Business Plan.
2	<b>Ethical Behaviour</b>	2. <b>Integrity</b> – We will be self-aware, accountable, responsible, and truthful in our words and actions. 3. <b>Professionalism</b> – We will display a high work ethic, communicate clearly, meet work deadlines and be proud of our work. 4. <b>Respect</b> – We will value and support everyone irrespective of their age, gender, ethnicity, religion or experience. We believe that everyone needs to be treated with dignity as they bring diverse experience and knowledge to the benefit of FFA.
3	<b>Social Equity</b>	5. <b>Social Equity</b> – We will promote gender equality, intergenerational equity, and social inclusion. We will not discriminate against anyone.
4	<b>Member Driven</b>	6. <b>Engagement and Responsiveness</b> – Our work will be driven by the priorities and needs of Members. We value all interactions and will respond in a timely manner to our Members through effective service delivery.
5	<b>Empowering and Valuing People</b>	7. <b>Professional Growth</b> – We will strengthen the technical, operational, management and leadership competencies of all our staff so they can grow professionally and better deliver our services.





**Section A** is an overview of the last 12 months of work carried out by the Secretariat.

**Section B** details progress on six key Outcomes in the 2020 -2025 Strategic Plan which has been implemented by the Secretariat through the 2021 -2025 Business Plan:

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<b>Outcome 1</b>	Offshore Fisheries are ecologically sustainable.
<b>Outcome 2</b>	FFA Members' offshore fisheries rights are well-defined.
<b>Outcome 3</b>	FFA offshore fisheries rights are secured and protected.
<b>Outcome 4</b>	Economic and social benefits are optimised for FFA Members and our people, within the context of ecologically sustainable fisheries.
<b>Outcome 5</b>	Our people are empowered through strong and effective national, sub-regional and regional fisheries organisations.
<b>Outcome 6</b>	FFA Secretariat is a professional organisation providing high-quality advice and other services to Members.

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## About FFA

The Forum Fisheries Committee (FFC) is FFA's governing body, and it oversees the work of the FFA Secretariat based in Honiara, Solomon Islands. The 2020-2025 Strategic Plan outlines the responsibilities of the FFC, Members and Secretariat to progress implementation of the Plan. In summary, the key roles are:

- **FFC** – to lead through strategic direction and oversight;
- **Member countries** – to contribute to collective FFC decision-making and follow through on associated commitments and responsibilities;
- **Secretariat** – to support Members through sound policy, technical advice and services.

## The Secretariat

The Secretariat has an approved Staff Establishment of 116 positions and comprises the Executive and four divisions:

- **The Executive** (the Director-General and Deputy Director-General) oversees the strategic management of the Secretariat and relationship management with Members, donors, media and partners. This team guides the work of the Secretariat, supported by high-level advisers in Audit, Legal, Communications, Transformation,

Monitoring and Evaluation and Training, and works with Division Directors and staff to develop high-level policy advice for FFC and Members.

- **The Fisheries Management Division** provides policy and services to Members to build national capacity and regional solidarity for the sustainable management of tuna resources in the Pacific. This includes the provision of policy expertise and support to Members' engagement in fisheries management decision-making bodies, notably the WCPFC.
- **The Fisheries Development Division** provides policy, investment and economic advice to support Members, and develops their capacity to sustainably harvest, process and market tuna to support livelihoods and generate incomes and economic benefits.
- **The Fisheries Operations Division** supports monitoring, control and surveillance of fisheries as well as information technology and vessel registration and monitoring.
- **The Corporate Services Division** supports FFA's work through administration, budgeting, finance, human resource management and other corporate functions.

## Our Services to Members

The Secretariat provides Members with the following High-Level Services that contribute towards the achievement of Strategic Outcomes 1-5 and deliver the activities in the Business Plan:

### 1. *Provision of policy, technical and legal advice at national, sub-regional and regional level*

This is FFA's core role and includes policy advice relating to fisheries management, fisheries development and MCS areas as well as legal advice and technical advice relating to operational areas. Advice is provided to members collectively (e.g. at FFC or MOC meetings), sub-regionally (e.g. to meetings of SPG or PNA members) and at national level (e.g. during national visits). The Secretariat's work plan is mainly delivered through this high-level service and the Secretariat's performance is judged by the quality of the advice and papers provided to support Members' decision-making.

### 2. *Capacity building and training at national, sub-regional and regional level*

An important part of the Secretariat's work is providing learning and development opportunities to improve Members' offshore fisheries management, development and MCS capacity at national, sub-regional and regional level. Examples include training in negotiations, training in MCS operational activities such as dockside boarding, and the Secretariat's work to support vocational training such as Observer training and the Cert IV in Fisheries Compliance. The Secretariat's performance in relation to this service includes qualitative feedback from trainees and members on the effectiveness and utility of the capacity building and training provided.

### 3. *Forum for regional dialogue and negotiations to develop shared regional positions and building solidarity*

A service provided by the Secretariat to convene fora for Members' discussions and negotiations to develop



*Workshop for the Certificate IV in First Line Management.*

shared regional positions and develop solidarity. Examples include FFC meetings, MCSWG, MOC and preparatory meetings before WCPFC meetings. With respect to this service, the Secretariat will be judged by the quality of the processes that are put in place to assist members to achieve member consensus.

### 4. *Technical services at regional level including MCS*

The Secretariat also provides some specific technical services to support Members. This includes MCS services such as the VMS and Regional Register and the support provided by the RFSC, and information management services through the RIMF. Also included are the services for administering the US Treaty and other arrangements, including the Observer Programme under the US Treaty. Performance in the delivery of these services is based on the efficiency and effectiveness of service provision by the Secretariat and the quality of outputs.

### **5. Engagement, collaboration and partnerships**

This output captures the partnerships that the Secretariat develops and maintains with other organisations and with donors to support delivery of the Strategic Plan Outcomes. In addition to critical regional partnerships with PNAO, SPC and other CROP, this output also includes the formal partnerships with donors that support the work of the Secretariat and Members. The Secretariat plays a critical role in ensuring donor support is aligned into coherent programmes that support Members' priorities in the Strategic Plan and Business Plan.

### **6. Data and information to meet decision-making needs of FFA members**

Collection, management and provision of data to inform decision-making by Members e.g. economic data and statistics. Performance of this service is based on the quality of the data provided to Members as well as the management of that data by the Secretariat, including in ensuring the security and protection of information.

### **7. Advocacy, media and communications**

Providing media and other external communication services to support Members to achieve objectives in relation to offshore fisheries (e.g. press releases, media events, publications) and internal communications to strengthen timely flow of information within the Secretariat. Performance of this service is based on both quantitative and qualitative assessments of the Secretariat's communications-related outputs.

The following outputs support the delivery of Outcome 6 which focuses on the FFA Secretariat and corresponding work to strengthen the organisation. They are in addition to high-level services 5 and 7 which also contribute to Outcome 6.

### **8. Organisational transformation, management systems and processes**

Implementation of organisational transformation programmes and initiatives to enhance the services provided by the Secretariat to Members to update and modernise management processes, including through use of technology.

### **9. Planning; monitoring, evaluation, reporting, learning and adaptation (MERLA); and risk management**

The process of strategic and operational planning, tracking implementation, evaluation of results achieved and effectiveness of approach undertaken, reporting on results, learning and adapting future approaches to better achieve the desired outcomes.

### **10. People management and development**

The process of strengthening management and development of human capital in the Secretariat to continuously enhance performance, productivity, professionalism, innovation, and engagement required to meet the changing and increasing needs of Members.

### **11. Financial and asset management, and procurement**

The process of ensuring efficient and effective management of the Secretariat's resources including finance, properties and procurement.



## Operating Environment

Many services are being delivered virtually due to Covid-related restrictions on travel and movement. Some organisations are experimenting with hybrid meetings, in which some countries are represented in person and others (which cannot do so) participate virtually. The FFA is studying the experience of these organisations.

One concern about the hybrid format is that it potentially creates an uneven playing field, where those participating physically can be advantaged over those who are participating virtually. This may be particularly acute where difficult and contentious negotiations are involved. There would need to be very careful consideration by Members before agreeing to use it in the WCPFC context, for example. Much would depend upon the nature of the issues being considered, and the type of any negotiations. There are also technical challenges involved in running hybrid meetings, although this can be overcome.

The most suitable meetings for the hybrid format, initially, would be training. This would enable Members to experience the format in a neutral and non-contestable environment.

Time will tell when it will be possible to move towards full physical meetings, as Member countries open up their borders. While virtual meetings are a necessary stopgap, physical meetings are much more effective in reaching agreement and in getting through the work.

FFA staff based at headquarters were asked to work from home in January 2022 when the first cases of COVID-19 reached Solomon Islands. From 12 April 2022, Honiara-based staff started going back to work on a weekly roster. The economic outlook for Member countries in terms of GDP growth or contraction is likely to affect key sectors, including fisheries.

Over the past year, the Secretariat has responded to Members' priorities in line with directives from Ministers and Forum Leaders, particularly in the areas of:

- Impact of the COVID-19 pandemic on the Tuna fishery;
- Safety of Observers and crew;
- Negotiation of a new Tropical Tuna Conservation and Management Measure in the WCPFC;
- Establishment of zone-based limits for longline fisheries within EEZs and high seas;
- Climate Change impacts on offshore fisheries.
- Implementation of the Strategic Plan 2020-25.



*Team Members of Operation Rai Balang 2021*

### **Impact of COVID-19 on the Tuna fishery**

The significant social and economic impacts of COVID-19 continue to evolve with the after-effects expected to last for some time.

Longline fleets, in particular those based in Pacific Island countries and supplying fresh export markets, have been significantly impacted by COVID-19 and associated mitigation measures with fleets either having to tie up, ship frozen fish by sea freight, or use high-cost air freight charters. This has led to a reduction of longline effort in the WCPFC-Convention Area between 2019 and 2020 driven by reductions in the tropical longline fishery. There were corresponding reductions in employment, income, exports and related business.

For the purse seine fishery COVID-19 mitigation measures also caused economic impacts for some Members due to reduction in associated activities, such as in-port transshipment. Observers in the region were also significantly impacted due to reduced opportunities to secure placements and a consequent loss of income. On the other hand,

access revenues from the purse seine fishery remained relatively stable in 2020 at \$467 million compared with \$473 million in 2019. Further, employment in the processing sector grew 6% in 2020 to around 16,500.

A study to provide Members with policy options to increase the contribution of tuna fisheries to national food security and the applicability of these to their circumstances is currently underway. A follow-up programme under which interested Members can obtain support from the Secretariat for appropriate policies and programmes, under the World Bank PROPER Project, will be rolled out in 2023.

The impact of COVID-19 on women and other marginalised groups working in the tuna fisheries sector needs to be understood and addressed. In this regard, the Secretariat commissioned studies last year beginning with two Member countries, Samoa and Solomon Islands, with the assistance of national consultants. The two draft studies are being finalised with the assistance of our external Gender Consultant, and will be presented at a Gender Forum in 2022. A pay audit was also commenced.

A study looking at value-adding opportunities for FFA Members in the supply chain will be undertaken in collaboration with the Australian Centre for International Agricultural Research (ACIAR). The focus includes:

- i. Landscape analysis of Pacific-origin value chains and market trends;
- ii. Identify and prioritise opportunities for inclusive Innovation Pathways for increased returns to the Pacific-origin tuna sector;
- iii. Identify and prioritise key research and development gaps, opportunities and potential collaboration partners;
- iv. Feasibility analysis of the top innovation ideas and opportunities identified, with path to market and commercialisation options.

This work will be completed in Q4 2022, with a report to Members for feedback, and an invitation for requests for engagement to explore opportunities of national interest.

### FFA COVID-19 Protocols for the Pacific fishery

The FFA COVID-19 Operating Protocols aim to guide the fishing sector in managing the health and economic impacts of the pandemic. This was part of FFA's response to help reduce the risk of transmitting COVID-19 in the fisheries sector at sea and in Pacific ports.

As directed by FFA Ministers, the maintaining of strict protocols and vaccination of crew continue

to be priorities for the Secretariat. This is being implemented nationally. The Secretariat will explore options on how information on vessel crew vaccinations could be collected and maintained, and be guided by the FFC on its inclusion in the Harmonised Minimum Terms and Conditions.

The focus on health and safety standards was promoted through national workshops, following an earlier regional workshop in early 2021. The Protocols, which are posted on the FFA website, were reviewed in December 2021 to reflect the varying testing and vaccination efforts in the region.

### Ensuring Observer safety and livelihoods

COVID-19 impacted the livelihoods of Pacific Island Fisheries Observers and their families due to the WCPFC intersessional decision to suspend the requirement for 100% Observer coverage on purse seine fishing vessels. The Commission later lifted the temporary suspension of at-sea transshipment by purse seiners, meaning any transshipment in port will be subject to the jurisdiction and control of the port State.

In preparation for redeployment of observers, FFA members developed a plan with key requirements for safe redeployment of Observers on fishing vessels. The Secretariat undertook a study in 2020 to explore options to strengthen Observer safety and livelihoods. Implementation of the recommendations of this study is ongoing.



Fisheries observers monitor tuna catches onboard purse seiners as well as in-port trans-shipment, which provides important data for fisheries managers. Credit: Hilary Hosia



## Enhancing Monitoring, Control and Surveillance tools

The Secretariat through the Regional Fisheries Surveillance Centre (RFSC) continues to provide contact tracing of specific vessels, identifying possible transshipments and bunker proximity contacts, monitoring and reporting VMS/AIS tracks of potential IUU activity, and supporting national tasks for surface assets.

The RFSC COVID-19 responses include:

- A weekly COVID-19 vessel movements register;
- A weekly COVID-19 Vessel Movement Report to Members which identifies FFA registered vessels at or near COVID-19 affected countries on the WHO list;
- Assisting members in risk assessments on fishing vessels reporting directly to the WCPFC VMS.

Some gaps in MCS are being addressed, including the ongoing review of MCS processes to minimise risks to authorised officers during the pandemic, and the increased use of MCS tools within the FFA integrated MCS framework. An update on MCS responses to the pandemic was presented to the 25th MCS Working Group meeting on 29 March to 1 April 2022.

FFA Members were encouraged to share experiences and use the services provided by the Secretariat to help respond to the pandemic.

## New technology

Covid-related travel restrictions and other measures continued to modify the way the Secretariat engaged with Members and delivered services. Virtual platforms again dominated through the year, with enhancements in technology and IT infrastructure, to remain in touch. The upgrading of equipment and skills was also extended to Members.

A key priority for the Secretariat has been to invest in technologies and innovative solutions to facilitate national and regional work. There are lessons in this approach for future reference, as a means of building resilience into FFA service delivery.

Video conferencing equipment was provided to all Pacific Island members to enhance their participation in virtual meetings. There is ongoing support to improve internet bandwidth and strengthen IT capacity at national level. While very useful, virtual platforms have their limitations especially for progressing substantive and complex negotiations and policy development, such as WCPFC-related matters.





*Delivery of brand new video conferencing systems, Solomon Islands*

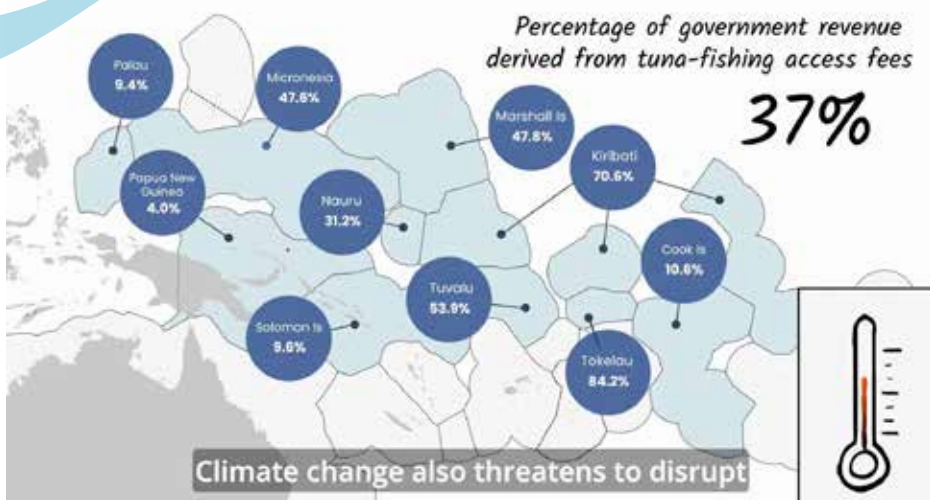
In this regard, the Secretariat is exploring technologies such as cloud hosting services and web-based processor tools, such as Google Document, for real-time access to documents anywhere and for real-time collaboration.

The savings from greater use of virtual platforms for regional meetings have been reallocated to priority areas such as climate change, Observer safety and livelihoods, organisational reviews such as Fees and FFA Policies, training support such as the Judicial Symposium, more in-country support including operational needs, and assistance to Secretariat staff to ensure work can continue.

Our ability to deliver on Member priorities has been tested thoroughly by the pandemic. Despite this, the commitment and cooperation between FFA Members and partners remains at a very high level and continues to deliver mutual benefits that will last long after the pandemic is over.

### **Zone-based limits for longline fisheries within EEZs and the high seas**

Work on establishing zone-based limits for longline fisheries within FFA members exclusive economic zones (EEZ), both in the tropical longline fishery targeting bigeye and yellowfin and in the southern longline fishery targeting South Pacific albacore, remains a key priority. Agreement among FFA members on limits within FFA EEZs is essential for strong outcomes in the WCPFC that recognise the zone-based rights of FFA members.



Screenshot of animation- Adaptations for tuna-dependent communities & economies

## Climate Change impacts on offshore fisheries

The Secretariat works closely with SPC in the delivery of capacity-building workshops focused on management options within a changing environment such as climate change. The Secretariat also supports the work at regional level on the effects of climate change on maritime boundaries, including the Forum Officials Committee Sub-Committee on Sea-level Rise in relation to International Law.

In preparation for UN Climate Change Conferences, the Secretariat engages in the One CROP Plus Mechanism to embed fisheries issues into the wider regional and global climate change agenda within the Pacific SIDS Oceans priority. The Secretariat also examines potential approaches to assess the impacts of climate change on catch and the economics of the fishery, including at a national level.

## Services and Advice

Servicing the needs of Members and providing technical and policy advice continued during the reporting period. This is shown in the Performance Reports by each Strategic Outcome. Virtual meetings with key stakeholders increased whilst travel was reduced drastically.

## Implementation of the FFA Strategic Plan 2020-2025 and Development of the 2021-2025 Business Plan

The updating of the 2021-2025 Business Plan has been completed after incorporating feedback from Members in the February 2022 workshop.

The 2022-2023 Annual Work Plan and Budget linked to the Business Plan was completed.

Both the final version of the 2021-2025 FFA Business Plan aligned to the 2020-2025 FFA Strategic Plan and the 2022 -2023 Annual Work Plan & Budget were endorsed by the FFC Officials in their meeting on 27 May 2022.

This endorsed Business Plan has six strategic outcomes from the Strategic Plan, 32 strategies, 91 deliverables and is measured by 52 indicators. This work has been completed with the full cooperation of the Executive, the Directors and their support staff.

Staff communication on the Business Plan will take place which will be followed by the signing of Individual Performance Plans for the 2022 – 2023 period.

## US Treaty Review

Fisheries Ministers have taken carriage of the United States government contribution to the Treaty and the negotiations are making significant progress. At the time of writing, the parties are looking at opportunities to meet again to discuss finalisation of the US government contribution under a revised EAA. In addition, Ministers have accepted the US offer of a one-time increase of \$5 million to the current \$21 million payment in the Economic Assistance Agreement and an additional \$5 million for climate change related activities.

# SECTION B

## REPORT ON FFA OUTCOMES AND ACHIEVEMENTS



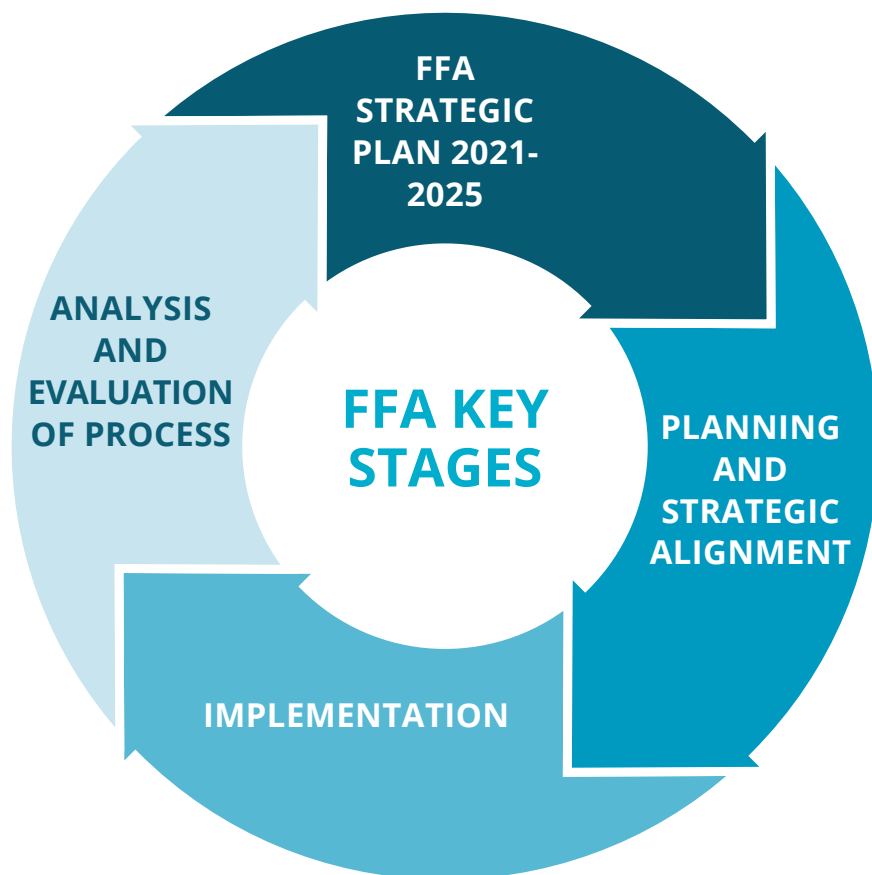
## The Process of Planning, Monitoring, Evaluation of each outcome

The Secretariat supports Members in various ways to implement the Strategic Plan. This has been conceptualised around the three stages set out in Figure 1 below. While these are depicted in stages, they are not discrete and work is undertaken concurrently. The implementation of the 2021 -2025 Business Plan will also follow the same phases outlined below.

The stages are set out as follows:

- **Planning and strategic alignment** – this involves the development of this corresponding Business Plan and the strategic alignment required for preparation for implementation.
- **Implementation** – this is the ongoing delivery of work as outlined in the outputs and activities below; and
- **Analysis and evaluation of progress** – this entails tracking results and reporting.

Figure 1 – Stages of Strategic Plan Implementation



## MERLA Assessment

FFA has adopted the MERLA (*Monitoring, Evaluation, Research, Learning & Adaptation*) approach in revising the Business Plan. The MERLA approach is succinctly explained in Figure 2 below.

Figure 2 - The MERLA Approach



The FFA report on the achievements for each of the six Strategic Outcome follows:

## **Strategic Outcome # 1 – Offshore Fisheries are ecologically sustainable**

### **Description:**

This Outcome seeks to ensure that the tuna stocks of the region remain healthy and that the environmental impacts of fishing on the environment are actively managed and mitigated, including adapting to the impacts of climate change.

FFA's priorities under this outcome include support for members to implement effective zone-based management of longline fisheries, establishment of CMMs for management of high seas fisheries that are compatible with and do not undermine zone-based management arrangements, agreement of harvest strategies for key species which maintain stocks around agreed target reference points (TRPs) and ensuring that WCPO tuna fisheries are subject to controls that minimise impacts on non-target and by-catch species.

The FFA Strategic Plan (2020-2025) identifies a number of strategies it will implement in order to achieve ecologically sustainable offshore fisheries.

### **Strategies to achieve this Outcome:**

1. Drive positive action at WCPFC, that is consistent with FFA members' interests, including the adoption of WCPFC harvest strategies that maintain stocks above their limit reference points
2. Ensure that the management arrangements in FFA EEZs deliver ecologically sustainable offshore fisheries, that also minimise the broader environmental impacts of fishing
3. Improve the management of high seas fisheries to ensure in-zone management is not undermined
4. Continue to support strong, defensible science and information to inform precautionary and adaptive management
5. Understand and manage for the impacts of climate change on offshore fisheries

The achievement of deliverables under Strategic Outcome 1 are listed below which covers the first year of reporting of the 5 year Business Plan. Some

deliverables will be further implemented in the 2022 – 2025 period.

### **Climate Change:**

- Work completed on the review of methodological approaches in assessing climate change impacts on tuna fisheries.
- Actively engaging in Pacific SIDS UNFCCC COP 26 preparations.
- Consultancy to inform development of FFA Climate Change Strategy completed.
- Recruitment of Climate Change Adviser underway.

### **Harvest Strategies:**

- The first FFA Harvest Strategies Workshop was held from 30th June – 1st July in Brisbane in preparation for the 18th Session of the WCPFC Scientific Committee, the 1st WCPFC Science Management Dialogue and the south Pacific albacore Intersessional Working Group.
- Further FFA workshops will be scheduled later in 2022 to progress the harvest strategy approach to fisheries management of key tuna stocks with an additional face-face-face workshop held ahead of the Management Options Consultations in Honiara in October 2022.

### **Boosting of Capacity:**

- Increased capacity of Fisheries Management Adviser team from 2 to 5 to support priority workstreams

### **Advocacy:**

- The Director General presented at the Pacific Islands Blue Economy Roundtable as part of the Secretariat's participation in the Oceans Conference in Palau.
- The Director General as co-Chair of CROP Oceans Task Force presented advocacy messages to PIF Members.
- Completed preparation of technical briefs for PSIDS, ensuring consistent messages with FFA Members.

## **Strategic Outcome # 2 – FFA Members' offshore fisheries rights are well-defined**

### **Description:**

This Outcome seeks to ensure Members' offshore fisheries rights are well defined including through specified rights to fishing within Members' EEZs as well defined rights to participate in high seas fisheries. Clear delineation of EEZ boundaries is also a central component of this Outcome.

FFA's priorities under this outcome include the fishing industry and vessel operators recognising and fishing in accordance with specified rights and limits for EEZs and the high seas, allocations are agreed within WCPFC including incorporation of FFA members' zone based limits into CMMs, Members managing fisheries within their EEZs on the basis of well specified rights and limits that apply to tuna and other HMS, and that FFA Members can utilise their flag State rights and are meeting their associated flag State obligations.

### **Strategies to achieve this Outcome:**

1. Further refine FFA Members' offshore fisheries rights within EEZs, including through strengthening zone-based management
2. Define FFA Members' fisheries rights on the High-Seas while ensuring zone-based management is not undermined.
3. Improved management of Longline fisheries to enhance the social and economic benefits derived by FFA Members.
4. Continue to improve the management of the Purse-seine and other fisheries.
5. Enable FFA Members to exercise their Flag State rights.

The achievement of deliverables under Strategic Outcome 2 are listed below which covers the first year of reporting of the 5 year Business Plan. Some deliverables will be further implemented in the 2022 – 2025 period.

### **WCPFC Support:**

- Active engagement in the WCPFC process on the revision of the Tropical Tuna Measure, including several internal FFA workshops, WCPFC workshops

and bilaterals with CCMs.

- Series of FFA workshops held with the objective of progressing actions related to improving the management of longline fisheries including allocation and setting of in-zone limits for South Pacific albacore and associated high seas limits.

### **Technical Support Staff Recruited:**

- Recruitment of additional staff (two Fisheries Management Advisers) with relevant expertise to support priority workstreams.

### **Renegotiation of US Treaty:**

- Fisheries Ministers have taken carriage of the U.S. government contribution to the Treaty and the negotiations are making significant progress. At the time of writing, the parties are looking at opportunities to meet again to discuss finalisation of the U.S. government contribution under a revised EAA. In addition, Ministers have accepted the U.S.' offer of a one-time increase of \$5 million to the current \$21 million payment in the EAA and an additional \$5 million for climate change related activities.
- Placement of observers during the report period on purse seine vessels under the US Treaty was suspended due to the WCPFC Intersessional Decision to temporarily suspend the obligation for observer coverage on purse seine vessels and observer monitoring of at-sea transshipment.

### **Zone Based Limits:**

- Advancing discussions on zone based limits and management for South Pacific albacore

### **UNDP Funded Program Extended:**

- Completed the transition from the previous UNDP-funded OFMP2 project to OFMP3 in short period of time ensuring project continuity.

## **Strategic Outcome # 3 – FFA Members’ offshore fisheries rights are secured and protected**

### **Description:**

This Outcome is about safeguarding and protecting FFA members’ ownership rights to tuna in their EEZs, particularly from IUU fishing but also from other threats such as the undermining of rights in the context of WCPFC.

FFA’s priorities under this outcome include ensuring that Members implement their responsibilities as flag, port, coastal and processing states, Members strengthen best practice procedures and tools to conduct effective MCS activities, and Members and national agencies collaborate to effectively monitor and enforce national and regional rules and laws.

### **Strategies to achieve this Outcome:**

1. Ensure measures and laws that define fisheries rights and control fishing activity can be effectively monitored and enforced.
2. Reduce IUU through the implementation of the Regional Monitoring, Control and Surveillance Strategy (RMCSS) at the national and regional level.
3. Improve Monitoring, Control and Surveillance (MCS) on the high seas.
4. Strengthen the capacity of relevant FFA Members to implement their responsibilities as flag, port and processing States.
5. Actively participate in the WCPFC compliance processes
6. Utilise international forums to enhance global recognition and adoption of zone-based management and protect FFA Members’ fisheries rights.

The achievement of deliverables under Strategic Outcome 3 are listed below which covers the first year of reporting of the 5 year Business Plan. Some deliverables will be further implemented in the 2022 – 2025 period.

### **WCPFC support:**

- Supported Members at the WCPFC TCC16 meeting and CMS dedicated workshop to consider audit points and RBAF resulting in the submission of discussion papers on both issues to the WCPFC.

### **RMCSS implementation:**

- Supported three Members with MCS plan review and development.
- Year 3 (2020/2021) implementation of the Regional MCS Strategy.
- FFA annual MCS workshops completed i.e. RIMS, ROCW, MCSWG.

### **COVID-19 Responses:**

- Ongoing assistance to Members to respond to impacts of COVID-19 through review of MCS processes to minimise COVID-19 risks and use of complementary MCS tools within the Integrated MCS Framework.
- Updated the FFA COVID-19 Protocols for the fishing sector and supported national implementation.

### **Operational support:**

- Planned and coordinated regional fisheries surveillance operations – Islands Chief 2021, Operation Kurukuru 2021, and Operation Rai Balang 2022.
- Initiate and implement “Operation COVID” to support Member State of Emergency (SOE) requirements for COVID-19 risk assessments of WCPFC/FFA registered vessels operating in Member waters and ports.

### **Regional Frameworks:**

- Ongoing collaboration with SPC and PNAO to support members implement Electronic Reporting (ER) across EEZs and the high seas (through WCPFC).
- Engaged consultants to develop and support a series of meetings to finalise EM standards, specifications and procedures.
- Commissioned and presented an EM Cost Benefit Analysis for longline fisheries in the WCPO.
- Adopted the Regional Catch Documentation and Scheme framework.



### **Technical services and support:**

- Continue to provide regional VMS and Vessel Register services to Members and stakeholders.
- Ongoing provision of regional aerial surveillance services to Members through the PMSP Regional Aerial Surveillance Programme.
- Finalised grant arrangement between FFA and Australia to address IUU activities, in particular Electronic Reporting (ER) and Electronic Monitoring (EM).
- Completed a study to update IUU Quantification in the Pacific Tuna fishery and develop a workplan to address the risks highlighted in the report.
- Ongoing implementation of the Observer livelihood and safety study recommendations and development of an Observer Redeployment Plan in consultation with Members and partners to support safe placement of Observers.
- Progress implementation of the Observer Compensation Scheme with Members and partners.
- Developed and made available MCS Data Analysis Guidelines to support MCS data analysis procedures to identify, analyse and verify IUU fishing and the FFA Boarding and Inspection guidelines to support national boarding and inspection regimes.

### **Advocacy, engagement and collaboration:**

- Continue to explore and trial emerging technologies with partners to enhance MCS analytics and intelligence.
- Promote FFA Integrated MCS Framework at regional and international meetings.
- Participated in regional security developments and maritime domain awareness as they relate to fisheries.

### **Aerial Surveillance Missions:**

- A total of 141 Aerial Surveillance Missions were undertaken for Members which included Federated States of Micronesia – 30, Palau – 38, PNG – 7, RMI – 1, Samoa – 26 and Solomon Islands – 39
- A Virtual Air Tasking Officers Workshop was carried out in Feb 2022 attended by 32 participants which included 7 female and 25 males from Member countries

## **Strategic Outcome # 4 – Economic and Social benefits are optimised for FFA Member countries and our people, within the context of ecologically sustainable fisheries**

### **Description:**

This Outcome is in pursuit of the optimisation of economic and social benefits in relation to the exploitation of Offshore Tuna fisheries resources.

FFA's priorities under this outcome include assisting members to ensure: economic and social benefits are optimised and that these benefits are shared widely including women and socially excluded groups; an environment conducive to the development of Members' fisheries related industries; employment creation and decent labour standards across domestic and foreign vessels, and; Members' domestic tuna industries, including SMEs, are well supported to develop and access global tuna markets on a competitive basis.

### **Strategies to achieve this Outcome:**

1. Drive the inclusion of social and economic considerations in WCPFC CMMs, including in the establishment of TRPs at levels that are consistent with FFA members' economic objectives for WCPO fisheries.
2. Improve standards for employment and ensure opportunities for decent work for women and men in the fishing and processing industry.
3. Increase the value and profitability of the region's tuna fisheries throughout the value chain for the economic benefit of FFA Members.
4. Increase the social benefits from offshore fisheries in FFA members' countries while combating potential negative social impacts.

The achievement of deliverables under Strategic Outcome 4 are listed below which covers the first year of reporting of the 5 year Business Plan. Some deliverables will be further implemented in the 2022 – 2025 period.

### **Support to Competent Authorities:**

- Ongoing support was provided to members to maintain and develop their Competent Authorities, including assistance to the Competent Authorities of Kiribati and Solomon Islands as they undertook and successfully completed a DG SANTE (EU) audit.

### **Support to improve standards for employment and increase employment opportunities:**

- Training of women longline deck crew, including the commissioning of the first fishing trip for an all-women deck crew.
- Support for two Members with regard to implementing MTCs for crew.
- Support for two Members to develop national crewing policies.
- Provision of support and analysis to assist Members consider draft WCPFC CMM on Labour Standards.
- Funding of NZ Labour Standards Project secured and project commenced.

### **Fisheries development and investment:**

- Commencement of a study looking at specific value adding opportunities in tuna supply chains and their applicability to FFA members
- Support for two Member's Tuna Management and Development Plan reviews.

### **Market access advice and support:**

- Support for four Members to ensure compliance with EU Competent Authority (CA) requirements – two Members completed an EU audit.
- Support for three members to develop a CA.
- Support for six Members on access requirements for non-EU markets.

### **Increasing social benefits:**

- Finalisation of socio-economic indicator framework to monitor the contributions from tuna industries to regional sustainable development
- Support for one member to develop a national socio-economic indicator framework.

### **Provision of economic data and analysis:**

- Latest edition of FFA Economics and Development Indicators and Statistics report finalised and disseminated.
- Provision of Economic Analysis, including, economic assessment of impacts of COVID19, management limits in national LLF, purse seine access fees, skipjack price prediction, application of game theory in SPA LL Fisheries and economic conditions in tuna fisheries.

### **Capacity building:**

- Australian Skills Development Institute engaged to develop a Management and Leadership training programme for women in the private sector.
- Provision of International Foundations of Directors course attended by 18 participants from 10 countries.
- Provision of a training workshop in fisheries related economics.

## **Strategic Outcome # 5 – Our people are empowered through strong and effective national, sub-regional and regional fisheries organisations**

### **Description:**

This Outcome seeks to ensure that FFA members are empowered to proactively manage their fisheries, through strengthening the capacity of national fisheries administrations as well as enhancing sub-regional and regional fisheries organisations.

FFA's priorities under this outcome include supporting sub-regional fisheries administrations to effectively fulfil their mandates, Members leading and participating and effectively collaborating at sub-regional and regional levels, Members meeting national responsibilities associated with regional management of offshore fisheries and working with fisheries managers and the fishing private sector to boost understanding and achievement of their respective priorities and management approaches.

### **Strategies to achieve this Outcome:**

1. Enhance the capacity of national administrations to achieve their fisheries management and development aspirations.
2. Improve the national capacity to meet the increasing responsibilities associated with the regional management of offshore fisheries.
3. Strengthen and support sub-regional fisheries management arrangements.
4. Strengthen regional cooperation to improve offshore fisheries management.
5. Facilitate stakeholders' engagement and participation in offshore fisheries management

The achievement of deliverables under Strategic Outcome 5 are listed below which covers the first year of reporting of the 5 year Business Plan. Some deliverables will be further implemented in the 2022 – 2025 period.

### **Capacity Development Support:**

- TNA completed learning materials developed for the Diploma in Fisheries Prosecution and Investigation.
- Development of Fisheries Management and Development Training Package work continues.
- Contextualisation of TMT training resources for the Pacific region completed.
- Completed review of Cert IV Fisheries Enforcement units of competency.
- Selected PIRFO Observer courses redesigned for Online delivery.
- Partnership Agreement Support work:
- Partnership Agreements reviewed with trials done with Solomon Islands and Palau.
- Advocacy & Communications:
- Work on Communications Strategy continues.
- New website design and content complete. Upload of documents from the old website to the new one underway and usability testing to commence.

### **Legal Support to Members & Secretariat:**

- Support for renegotiation of US Treaty
- Support to members in BBNJ negotiations in New York
- Judicial Conference in PNG
- Boarding and inspection training
- International Fisheries Law training
- International Fisheries Negotiations courses
- Ongoing support with the review and strengthening of national fisheries laws and policy
- Information governance and intellectual property policy.

### **Strategic Outcome # 6 – FFA Secretariat is a professional organisation providing high quality advice and other services to FFA Members**

#### **Description:**

Strong governance, systems and processes underpin the success of any organisation. For the FFA to successfully implement the organisation's Strategic Plan, it must invest in and strengthen the Secretariat to ensure it is equipped to implement the necessary strategies for success.

FFA's priorities under this Outcome include ensuring the Secretariat is able to deliver the Strategic Plan efficiently and effectively for the benefit of the Members, and that FFA staff are supported to continuously perform at high standards in delivering their work.

### **Strategies to achieve this Outcome:**

1. Enhance the internal governance processes within the FFA Secretariat and governance of the Secretariat by FFC.
2. Develop and enhance the capacity and skills of the FFA Secretariat to meet the changing context and increasing needs of the FFA Members.
3. Understand and prioritise resourcing options to implement the Strategic Plan.
4. Enable a high-performance culture in the FFA Secretariat.
5. Enhance the value of and protect the FFA information assets.
6. Ensure the organisational structure and service delivery model of the FFA Secretariat, including core services and supporting systems, are fit for purpose to meet the Strategic Plan.

The achievement of deliverables under Strategic Outcome 6 are listed below which covers the first year of reporting of the 5 year Business Plan. Some deliverables will be further implemented in the 2022 – 2025 period.

### **Endorsement of FFA 2021 -2025 Business Plan:**

- The 2021 -2025 FFA Business Plan aligned to the SP 2020-25 with multi-year forecasts has been completed and endorsed by FFC in their May 2022 meeting. The strategies and deliverables from this endorsed Business Plan are clearly linked to the AWPB and Divisional Plans.

### **Business Systems Integration:**

- Phase 1 of the integration of the Secretariat business systems completed. The Finance system is now in the Cloud providing both accessibility and stability for our Finance system going forward.

### **Review of Policies & Fees:**

- Phase 1 of the Review of Fees exercise was completed and approved to be implemented from 1 July 2023. Phase 2 of the review focussed on Vessel Registration Fees is being progressed
- Organisational Policy reviews continue to be done with the assistance of consultants funded by donors.

### **MERLA Framework update:**

- The MERLA framework continues to be rolled out in the Secretariat as a core part of the organisational transformation including proper resourcing of the planning, monitoring and evaluation and transformation area.

### **Building of Organisational Capabilities & Infrastructure:**

- Draft 7 FFA Values sourced from FFA, FFC Principles of Engagement identified.
- First phase of the integration of the Secretariat business completed, whereby the finance system, FinanceOne, is now in the Cloud. Phase 2 is being progressed which includes implementation of the HR and Payroll system integrated with FinanceOne.
- Upgrade to the roads, car parks and construction of a new ablution block at the Secretariat head office was completed with the generous funding provided by New Zealand.

### **Gender Support Work:**

- Recruitment of Gender Adviser underway
- Impact of COVID 19 studies on women in Fisheries for Samoa and Solomons. Participating countries have increased to 7 in the new year.
- Pay Audit Study conducted covering 10 Tuna fisheries companies identifying gender gaps existing in the Pacific Tuna Industry . For the new fiscal year the Pay Audit Study has been broadened to not only include harvesting and processing companies, but also national fisheries authorities and regional agencies in the sector
- Both reports will be presented at the Gender Forum in the new fiscal year

### **Support to Members – Hybrid Meetings:**

The first FFA hybrid meeting was held on 1-3 June 2022 in Nadi, Fiji for the Special FFC Ministers meeting on the US Tuna Treaty negotiations. Most Members attended the meeting in person and it was the first largely face to face meeting for more than 2 years.

### **ISMS Policy work:**

- Completed work for Tuvalu, Kiribati, Nauru and Samoa on the development of their first draft National ISMS policy. This work will be extended to cover other Members.
- Conducted ISMS awareness training for FFA staff. This will cover all new staff joining the organisation
- A Phishing campaign was conducted for FFA staff to alert them to the dangers of cyber-security attacks. Results were very encouraging.

### **Learning & Adaptation:**

Whilst implementing the Business Plan for the 2021 -2022 period, some risks, challenges, opportunities and lessons learnt are summarised below.

#### **Risks:**

- **Risk based Operational Planning** – FFA has identified and continues to address its operational risks and update its Enterprise Risk Register
- **Transparency of Performance Measures** – There is a need to review the transparency of performance measures to guide the use of funds under AWP & B
- **Business Continuity Plan** – The Honiara riots in November 2021 have pointed out the need for the FFA Secretariat to have its own Business Continuity Plan (BCP) and have it tested once a year and update the BCP accordingly
- **Lack of Effective Engagement** – The lack of effective engagement within FFA in the development of Annual Work Plan & Budget has been a cause of delay in completing this important work

#### **Challenges:**

- **Reporting Deliverables & Projects require internal and external resources** – To fully implement the Business Plan deliverables, there is a need to have a hybrid mix of Secretariat staff and an approved list of Consultants to do this work. Increasing FFA Secretariat staff numbers just to deliver all Business Plan deliverables will be inefficient and expensive
- **Reporting on BP Implementation** – The discipline of applying the MERLA Framework and reporting of Business Plan implementation on a six monthly basis starting from December 2022 onwards will be a challenge and will take time to embed this process
- **Balancing Building FFA as an Organisation & Delivery of Services to Members** – Whilst the FFA Secretariat will continue to provide services to its members through the Business Plan, it will also reform itself to better deliver these services to become effective and efficient. Balancing these two priorities will be a challenge especially in delivering Regional, Sub-Regional & national CSLA/Partnership Agreements' priorities.

#### **Opportunities:**

- **Formalisation & Resourcing of the MERLA Function** – The MERLA Framework has been formalised and integrated in the Business Planning work with the help of the Executive and the Directors. Strengthening this further to measure and report the Secretariat performance to the Members using MERLA Framework will take time.
- **High Performance Culture in FFA** – The inculcation of the seven FFA Values to change employee behaviour and positively influence the work culture is an opportunity to identify bad cultural practices and replace them with good cultural practices. Integrating the seven FFA Values in all HR systems will enhance in building a performance culture.

- **Strengthening Collaboration across all divisions** – There is an opportunity to further strengthen collaboration across all divisions in pursuit of strategic outcomes either as Lead, Assist and Support roles during Business Planning implementation and review work.
- **Clear Line of Sight on the Fisheries Contribution to GDP** – The value adding work of FFA Secretariat to its members by increasing Fisheries contributions to GDP in Member countries, ensuring food security and improving livelihoods is another consideration for implementation.

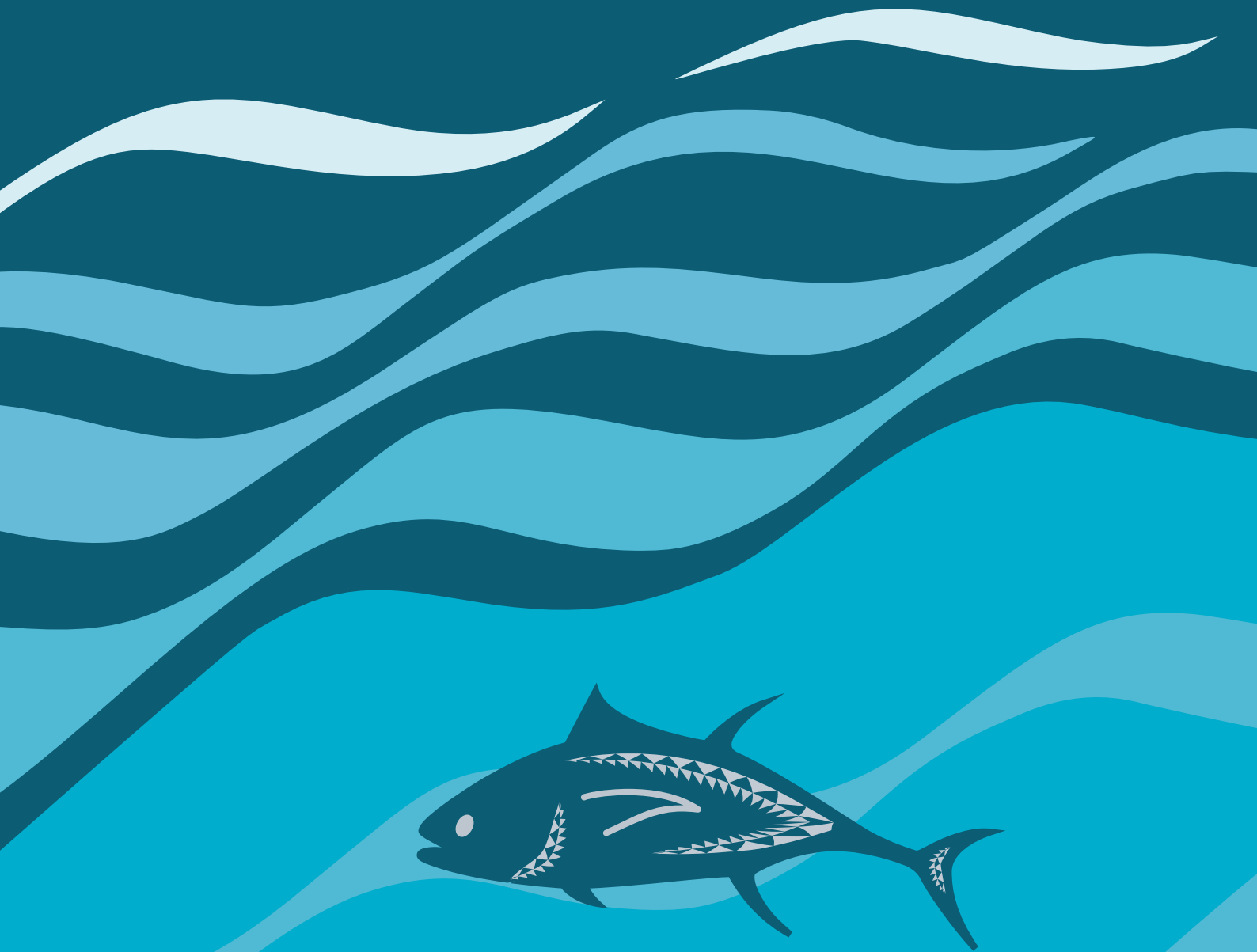
#### **Lessons Learnt:**

- **The Need for Prioritised Deliverables** – After analysing the work required of the Secretariat in providing services to Members, it has been decided that there are plenty of meetings & workshops that some Members cannot participate in. To address this, the Secretariat has prioritised deliverables for the years 2022 - 2025 to make it easier for both Members & the Secretariat to achieve some tangible results over the life of the Business Plan
- **The need for Hybrid Options in Providing Services to Members** – From Feb 2020, the Secretariat had started meeting virtually with Members and providing services to them. In January 2022, the Secretariat staff resorted to working from home because of the COVID outbreak in the Solomons. Secretariat Staff have returned to work in May 2022 whilst some are working overseas and this hybrid option of working will be the new way of work going forward.
- **Advanced Preparation by FFA in terms of IT Infrastructure to facilitate work** – Early preparation of IT infrastructure from Feb 2020

allowed FFA staff work from home as if they were working from the office like pre-COVID times. Whilst some positive changes have been noted , some VPN system improvements to the work intranet, leave systems and travel requests need to be made.

- **Staff Safety During COVID** – The Secretariat has been instrumental under the leadership of the Director General and the COVID committee to effectively manage the COVID infection amongst the staff and their families. The introduction of the COVID Protocols & Practices were rolled out before returning to work. Medically challenged staff were asked to move to their homes and be closer to medical facilities whilst FFA continued to focus on delivering services to members.
- **Progress of Business Plan Deliverables Implementation slow at first** – Since 2021 -2022 is the first year of implementing the 2021 -2025 Business Plan, implementation of the deliverables has been slow but will continue to increase in the 2022 -2025 period.
- **Mental Stress from COVID & Nov 2021 riots a challenge** – In addition to COVID 19 challenges, the additional mental stress on staff due to the Nov 2021 Honiara riots had created uncertainty and personal & family inconveniences. The additional mental strain of high workloads and the inability to take leave had to be addressed during this period.
- **Building Capacity Produces Results even During the Pandemic** – Whilst organisations scaled down their recruitment, FFA continued to recruit to build capacity in order to deliver service. Getting the right staff with the right competencies, right attitude and the right heart of service are keys for the success of the Secretariat.

# APPENDICES



## 1 Total Staff Numbers 2021 - 2022:

Total Approved Staff Numbers as at June 2022 is 116 which is summarised below by divisions:

#	DIVISIONS	FILLED POSITIONS	VACANT POSITIONS	APPROVED STAFF NUMBERS
1	Executive Management Team	6	0	6
2	High Level Advice	2	5	17
3	Fisheries Development	13	5	18
4	Fisheries Management	12	1	13
5	Fisheries Operations	30	1	31
6	Corporate Services	27	4	31
<b>TOTAL STAFF AS AT JUNE 2022</b>		<b>101</b>	<b>15</b>	<b>116</b>

The detailed Staff Listing provided for the 2021-2022 period is detailed in the link below:

link: <https://mail.google.com/mail/u/0/#search/viola.levy%40ffa.int?projector=1>

## 2 Financial and accounts information

This section of the report consists of the following:

- Donor and external Assistance report.
- Unaudited Financial Statements for the year ended 30 June 2022.
- Audited Financial Statements for the year ended 30 June 2021.



## (A) DONOR AND EXTERNAL ASSISTANCE REPORT

DONOR	2022 BUDGET USD	2022 ACTUAL USD	2021 BUDGET USD	2021 ACTUAL USD
<b>ADFAT – PROGRAM FUNDING</b>				
Output 1: High level advice	946,935	871,013	884,934	717,600
Output 2: Fisheries management	248,495	307,557	287,119	278,647
Output 3: Fisheries development	783,794	595,338	703,461	623,954
Output 4: Fisheries operations	1,105,639	1,154,841	799,826	1,009,127
Output 5: Corporate services	374,413	149,162	212,993	55,919
	<b>3,459,276</b>	<b>3,077,911</b>	<b>2,888,333</b>	<b>2,685,247</b>
<b>ADFAT – NTSA</b>				
Output 1: High level advice	65,812	23,953	416,217	64,607
Output 4: Fisheries operations	63,918	-	106,902	107,463
	<b>129,730</b>	<b>23,953</b>	<b>523,120</b>	<b>172,070</b>
<b>ADFAT – GENDER</b>				
Output 5: Corporate services	149,892	78,685	-	-
	<b>149,892</b>	<b>78,685</b>	-	-
<b>ADFAT – MCS</b>				
Output 4: Fisheries operations	376,474	341,710	-	-
	<b>376,474</b>	<b>341,710</b>	-	-
<b>NZMFAT – PROGRAM FUNDING</b>				
Output 1: High level advice	1,210,269	773,000	993,994	812,231
Output 2: Fisheries management	410,679	365,209	268,914	356,918
Output 3: Fisheries development	494,635	360,859	695,774	365,293
Output 4: Fisheries operations	576,601	792,231	480,143	459,926
Output 5: Corporate services	229,737	271,941	240,271	83,385
	<b>2,921,920</b>	<b>2,563,241</b>	<b>2,679,096</b>	<b>2,077,753</b>

<b>NZMFAT – INCREASE IN EMPLOYMENT &amp; ECONOMIC BENEFITS</b>				
Output 3: Fisheries development	534,186	446,333	936,409	421,774
	<b>534,186</b>	<b>446,333</b>	<b>936,409</b>	<b>421,774</b>
<b>NZMFAT – SP TUNA LONGLINE POLICY &amp; MANAGEMENT</b>				
Output 2: Fisheries management	1,835,632	91,675	1,729,766	946,613
	<b>1,835,632</b>	<b>91,675</b>	<b>1,729,766</b>	<b>946,613</b>
<b>NZMFAT – PORT STATE MEASURES</b>				
Output 2: Fisheries management	761,269	77,346	807,993	44,405
	<b>761,269</b>	<b>77,346</b>	<b>807,993</b>	<b>44,405</b>
<b>NZMFAT – CATCH DOCUMENTATION SCHEME</b>				
Output 2: Fisheries management	664,682	409,077	1,149,464	150,134
	<b>664,682</b>	<b>409,077</b>	<b>1,149,464</b>	<b>150,134</b>
<b>NZMFAT – LEADERSHIP PROGRAM</b>				
Output 1: High level advice	14,348	82,135	56,418	63,745
	<b>14,348</b>	<b>82,135</b>	<b>56,418</b>	<b>63,745</b>
<b>NZMFAT – HARVEST STRATEGY</b>				
Output 2: Fisheries management	25,445	49,204	3,243	788
	<b>25,445</b>	<b>49,204</b>	<b>3,243</b>	<b>788</b>
<b>NZMFAT – STRATEGIC PLAN IMPLEMENTATION</b>				
Output 1: High level advice	639,367	262,418	435,000	39,236
	<b>639,367</b>	<b>262,418</b>	<b>435,000</b>	<b>39,236</b>
<b>NZMFAT – HEALTH IMPLEMENTATION</b>				
Output 5: Corporate services	93,815	52,191	333,500	196,185
	<b>93,815</b>	<b>52,191</b>	<b>333,500</b>	<b>196,185</b>

<b>OFCF/JPF</b>				
Output 1: High level advice	350,800	243,299	456,431	186,685
Output 3: Fisheries development	261,700	55,967	137,900	51,238
Output 4: Fisheries operations	112,200	14,602	68,850	29,792
Output 5: Corporate services	-	-	-	-
	<b>724,700</b>	<b>313,868</b>	<b>663,181</b>	<b>267,715</b>
<b>OFMP2 – FAO/GEF</b>				
Output 2: Fisheries management	55,000	29,071	160,672	129,985
	<b>55,000</b>	<b>29,071</b>	<b>160,672</b>	<b>129,985</b>
<b>OFMP2 – UNDP/GEF</b>				
Output 2: Fisheries management	132,000	79,128	945,304	901,953
Output 5: Corporate services	-	-	-	-
	<b>132,000</b>	<b>79,128</b>	<b>945,304</b>	<b>901,953</b>
<b>OFMP3 – UNDP/GEF</b>				
Output 2: Fisheries management	82,125	81,885	50,000	108,035
	<b>82,125</b>	<b>81,885</b>	<b>50,000</b>	<b>108,035</b>
<b>FAO</b>				
Output 1: High level advice	86,823	-	60,000	49,480
	<b>86,823</b>	<b>-</b>	<b>60,000</b>	<b>49,480</b>
<b>WB-IDA PROP</b>				
Output 3: Fisheries development	413,890	250,013	651,765	340,371
	<b>413,890</b>	<b>250,013</b>	<b>651,765</b>	<b>340,371</b>
<b>WB-GEF/IDA PROP</b>				
Output 3: Fisheries development	-	-	90,971	87,971
	<b>-</b>	<b>-</b>	<b>90,971</b>	<b>87,971</b>

<b>WB-PROPER</b>				
Output 3: Fisheries development	-	47,087	-	-
	-	<b>47,087</b>	-	-
<b>KIOST</b>				
Output 4: Fisheries operation	132,000	8,209	-	-
	<b>132,000</b>	<b>8,209</b>	-	-
<b>PEW</b>				
Output 4: Fisheries operation	-	-	64,366	13,000
	-	-	<b>64,366</b>	<b>13,000</b>
<b>WCPFC</b>				
Output 1: High level advice	84,770	4,230	96,771	29,503
Output 4: Fisheries operation	-	68,725	-	-
	<b>84,770</b>	<b>72,955</b>	<b>96,771</b>	<b>29,503</b>
Observer Cost Recovery Fund				
Output 4: Fisheries operation	994,007	416,047	577,035	326,563
	<b>994,007</b>	<b>416,047</b>	<b>577,035</b>	<b>326,563</b>
<b>PEUMP</b>				
Output 3: Fisheries development	1,774,511	678,475	2,457,586	678,071
Output 5: Corporate services	-	-	-	-
	<b>1,774,511</b>	<b>678,475</b>	<b>2,457,586</b>	<b>678,071</b>
<b>OTHER</b>				
Output 4: Fisheries operation	20,000	18,148	27,500	43,712
Output 5: Corporate services	60,000	85,384	146,501	101,280
	<b>80,000</b>	<b>103,532</b>	<b>174,001</b>	<b>144,992</b>
<b>TOTAL DONOR EXPENDITURES</b>	<b>\$ 16,165,862</b>	<b>\$ 9,636,149</b>	<b>\$ 17,533,996</b>	<b>\$ 9,875,590</b>

## (B) UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

UNAUDITED CONSOLIDATED STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR END 30 JUNE 2022	2022 USD	2021 (AUDITED) USD
<b>INCOME</b>		
Member country contributions	2,050,416	2,050,416
Donor funds	9,636,149	9,875,590
Vessel registration fees	3,199,176	3,450,590
Housing rental receipts	130,497	279,342
Interest received	49,605	3,005
Program support and cost recovery	542,640	570,200
Australia's project development fund donation	156,250	156,250
US Treaty levy	315,000	315,000
Vessel levy	177,640	202,965
Benefit from property, plant and equipment	490,366	333,672
Other income	87,021	190,928
<b>TOTAL INCOME</b>	<b>\$ 16,834,759</b>	<b>\$ 17,427,958</b>
<b>EXPENDITURES</b>		
Staff cost	8,236,042	8,508,318
Project and other expenses	8,577,661	9,649,759
<b>TOTAL EXPENDITURES</b>	<b>\$ 16,813,703</b>	<b>\$ 18,158,077</b>
<b>SURPLUS / (DEFICIT) FOR THE YEAR</b>	<b>\$ 21,065</b>	<b>\$ (730,119)</b>

UNAUDITED CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2022	2022 USD	2021 (AUDITED) USD
<b>ASSETS</b>		
<i>Current assets</i>		
Cash and cash equivalents	13,567,027	22,293,690
Receivables from exchange transactions	2,531,045	1,344,300
Receivables from non-exchange transactions	336,991	28,017
Financial assets	3,736,382	64,918
Prepayments	105,264	86,813
Total current assets	20,276,708	23,817,737
<i>Non-current assets</i>		
Property, plant and equipment	7,742,028	8,023,184
Prepayments	20,017	32,125
<b>TOTAL NON-CURRENT ASSETS</b>	<b>7,762,045</b>	<b>8,055,309</b>
<b>TOTAL ASSETS</b>	<b>\$ 28,038,753</b>	<b>\$ 31,873,046</b>
<b>LIABILITIES</b>		
<i>Current liabilities</i>		
Payables and accruals from exchange transactions	3,830,040	3,188,609
Payables and accruals from no-exchange transactions	13,604,336	17,871,234
Employee benefits	1,124,537	1,086,543
Deferred revenue	329,398	329,398
<b>TOTAL CURRENT LIABILITIES</b>	<b>18,888,312</b>	<b>22,475,784</b>
<i>Non-current liabilities</i>		
Employee benefits	177,857	169,317
Deferred revenue	5,379,961	5,656,377
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>5,557,819</b>	<b>5,825,695</b>
<b>TOTAL LIABILITIES</b>	<b>\$ 24,446,130</b>	<b>\$ 28,301,479</b>
<b>NET ASSETS</b>	<b>\$ 3,592,623</b>	<b>\$ 3,571,567</b>
<b>EQUITY</b>		
Accumulated surpluses	1,454,914	1,433,857
Revaluation Reserves	2,137,710	2,137,710
<b>TOTAL ACCUMULATED FUNDS</b>	<b>\$ 3,592,623</b>	<b>\$ 3,571,567</b>

UNAUDITED CONSOLIDATED STATEMENT OF CHANGES IN EQUITY	ACCUMULATED SURPLUS / (DEFICIT) USD	REVALUATION RESERVE USD	TOTAL USD
<b>BALANCE AS AT 1 JULY 2020</b>	<b>\$ 2,163,976</b>	-	<b>\$ 2,163,976</b>
Surplus/(deficit) for the year	(730,119)	-	(730,119)
Surplus from asset revaluation	-	2,137,710	2,137,710
<b>BALANCE AS AT 30 JUNE 2021</b>	<b>\$ 1,433,857</b>	<b>\$ 2,137,710</b>	<b>\$ 3,571,567</b>
Surplus/(deficit) for the year	21,056	-	21,056
<b>BALANCE AS AT 30 JUNE 2022</b>	<b>\$ 1,454,914</b>	<b>\$ 2,137,710</b>	<b>\$ 3,592,623</b>

### (C) AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

Link: [file:///C:/Users/pio.vunituraga/Downloads/AR\\_audited%20accounts%20\(2\).pdf](file:///C:/Users/pio.vunituraga/Downloads/AR_audited%20accounts%20(2).pdf)



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