



FFA

FFA STRATEGIC PLAN

2005 – 2020

Pacific Islands Forum Fisheries Agency
Responsible Fisheries and Sustainable Benefits.
Strength Through Co-operation.





MEMBERS

Australia

Cook Islands

Federated States of Micronesia

Fiji

Kiribati

Marshall Islands

Nauru

New Zealand

Niue

Palau

Papua New Guinea

Samoa

Solomon Islands

Tokelau

Tonga

Tuvalu

Vanuatu

FOREWORD

The Pacific Islands Forum Fisheries Agency (FFA) was established in 1979 when ten Pacific nations signed the FFA Convention. Since that time the membership of the FFA has increased to seventeen.

The FFA consists of the Forum Fisheries Committee (FFC) as the governing body comprising a representative from each member Country and Territory; and the FFA Secretariat based in Honiara in the Solomon Islands. A Council of Ministers meets on a biennial basis to provide oversight of regional fisheries matters.

The FFA was established at a time when the international legal framework for oceanic fisheries was undergoing dramatic change. In particular, the United Nations Convention on the Law of the Sea (UNCLOS) secured for coastal states the sovereign right to manage the living resources within a 200 mile exclusive economic zone (EEZ).

Members of the then South Pacific Forum recognised that their individual capacity to respond to these changes was limited and so decided to pool their resources to promote intra-regional co-ordination and co-operation through harmonisation of fisheries management policies, and co-operation in the areas of fisheries development, access and enforcement.

After 26 years of existence, the FFA has a proud record of achievement having actively pursued a range of activities to support its members, including:

- fostering fisheries management expertise among its members;
- developing co-operative alliances with other fishery management and science organisations;
- providing assistance in negotiating bilateral, as well as negotiating and managing multilateral, access treaties;
- developing harmonized minimum terms and conditions for access, licensing and resource management;
- setting up and operating a regional register of foreign fishing vessels;
- creating a secure communications network and satellite-based vessel monitoring system;
- developing and managing sub regional fishery management arrangements; and
- helping members to take a lead role in the establishment of the Western and Central Pacific Fisheries Commission (WCPFC).

In the global fishery management context significant changes have occurred over this time, including the UN Fish Stocks Agreement, the FAO Code of Conduct on Responsible Fisheries, and the establishment of the WCPFC. These changes, along with an increased international focus on sustainable development, reinforce the important roles played by the FFA that are still critical in assisting members to meet new challenges. In recent times, this role has been concentrated around the challenges of supporting members to manage and develop their fisheries for highly migratory stocks, with a particular focus on four major tuna species; skipjack, big-eye, yellowfin and albacore.

The highly migratory fish stocks of the western and central Pacific Ocean include the greatest tuna fishery in the world, with the greatest potential for sustainable development. The bulk of these tuna are caught within the EEZs of FFA members.



The FFA fulfils its role within a broader strategic environment. Some of the key long term issues affecting members include a worldwide increase in scrutiny with respect to sustainability and an increasing focus on broader environmental issues. These include the need to manage the by-catch of non-fish species such as birds, dolphins, whales, and turtles, an interest in the overall health of the fishery environment and a general move towards an ecosystem based approach to fisheries management.

The increased globalisation of fishing fleets and the relationship between different tuna stocks that extend beyond the region means that management regimes adopted elsewhere can impact on tuna fisheries in this region. Because of the highly migratory nature of tuna stocks, it is also becoming increasingly important for regional fishery management organisations to face up to the challenges of high seas fisheries management. For tuna stocks of concern to FFA members, this high seas management role will be carried out through the WCPFC.

The tuna industry is a global business trading worldwide, that brings with it constraints, challenges and opportunities. Tariff and non-tariff barriers to trade and investment are changing the environment faced by both industry and government. New technology has the potential to place stocks under greater pressure, major fishing nations are expanding their fleets, and the processing environment is changing, with new challenges to maintain both supply and price stability. FFA members need to be well informed about the implications of these trends in order to make informed decisions about their domestic industry development and to equip them to gain the maximum benefits from access negotiations.

The Pacific Islands Forum (PIF) Leaders underscored the importance of fisheries to the region by calling for Ministerial oversight of the FFA. The new Pacific Plan will promote the Leaders' vision to deliver real benefits for Pacific peoples through increased regional co-operation to enhance economic growth and sustainable development.

The FFA collaborates with other fishery management, science and environmental organisations such as the Secretariat to the Pacific Community's Oceanic Fisheries Program (SPC-OFP), the Secretariat to the Pacific Regional Environment Program (SPREP), and the United Nations Food and Agriculture Organization (FAO). This collaboration accords with the Leaders' call for stronger and deeper regional co-operation.

This strategic plan has been developed in the context of the environment outlined above. It sets out a blueprint for change that will help members to meet their obligations and challenges. The plan lays out a high level strategic direction that will require the FFA to focus on the provision of policy advice and appropriate services to assist members to ensure sustainable tuna fisheries which produce the maximum economic benefits.

Robert S. Muller
FFC Chair



VISION AND MISSION

Vision of the Members of the Pacific Islands Forum Fisheries Agency

We will enjoy the highest levels of social and economic benefits for our people through the sustainable development of our fisheries resources.

Mission for the Pacific Islands Forum Fisheries Agency

To support and enable our members to achieve sustainable fisheries and the highest levels of social and economic benefits in harmony with the broader environment.

STRATEGIC DIRECTION

By the year 2020, in support of the Vision and Mission and in accordance with guidance provided by Forum Leaders the FFA will strive to achieve the following outcomes at both national and regional levels:

Outcome 1

Effective fisheries management regimes in place and supported.

Performance indicators

- i) The FFA remains the preferred tuna fishery management policy adviser for members.
- ii) The FFA has contributed to stronger and deeper regional co-operation and solidarity.
- iii) Members have played a full and effective role in the WCPFC.
- iv) The capacity and participation of members in fisheries management has continually increased.

Outcome 2

Tuna and other important fishery resources harvested sustainably.

Performance indicators

- i) Tuna resources are harvested within agreed sustainable biological reference points.
- ii) Adverse environmental impacts of fishing are identified and avoided, remedied or mitigated.

Outcome 3

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

Performance indicators

- i) Specified social and economic benefits are effectively measured and achieved.
- ii) Artisanal and subsistence fisheries continue to function effectively with food security protected.
- iii) Members are satisfied with their level of participation in the fishing industry.
- iv) Effective and efficient administrative frameworks that support economic development are established.





THE SECRETARIAT'S ROLE

To achieve the outcomes set out in the Strategic Direction the FFA Secretariat's primary focus will be on providing members with high quality, timely and relevant policy advice with respect to fisheries management and development.

The Secretariat will also provide members with appropriate technical and support services having regard to their needs and priorities, in accordance with the broad direction approved by the FFC. Consideration will be given to ensuring these services are delivered in the most effective and efficient manner.



PROGRAMS

The FFA's activities will be delivered through the following two programs:

Program 1.
Fisheries Management

Program 2.
Fisheries Development





PROGRAM 1 FISHERIES MANAGEMENT

This program will assist FFA members to refine and maintain effective policy and legal frameworks for the sustainable management of their tuna fisheries resources. Appropriate technical services will be provided under this program to support regional and sub-regional fishery management.

Goals

1. Develop model management and legal frameworks and assist members to develop and implement arrangements that assure members;
 - i) their tuna resources are being harvested sustainably;
 - ii) that maximum economic returns from the fishery are being realized;
 - iii) that international obligations are being met.
2. Establish and maintain mutually effective and beneficial relationships with regional and international bodies, with a clear focus on the WCPFC.

This program will include, but not be limited to:

Policy advice

- i) providing advice on appropriate legal frameworks for national tuna management, including advice on members' obligations under various treaties and arrangements;
- ii) providing advice on appropriate fisheries management frameworks including the incorporation of the principles of ecosystem based fisheries management;

- iii) providing advice on effective fisheries administration, including access arrangements, licensing of foreign and domestic fishing vessels, economic implications of different management systems, and the use of new systems and technologies;
- iv) providing advice on development and implementation of monitoring, control and surveillance systems and effective compliance regimes;

Services

- v) co-ordinating, networking and facilitating between members, and with other regional and international agencies to assist members to keep abreast of best practice fisheries management models, and develop stronger and deeper regional co-operation in fisheries management;
- vi) providing effective oversight, and where appropriate management of a regional vessel register, vessel monitoring system, and observer program;
- vii) providing administrative services for regional fisheries treaties and arrangements; and
- viii) co-ordinating activities for members to improve capacity in fisheries management.

PROGRAM 2 FISHERIES DEVELOPMENT

This program will assist FFA members with long term social, economic and development planning for the fisheries sector, in response to the Forum Leaders' call to identify ways to ensure greater returns from the sustainable use of fisheries resources.

Goal

Develop the capacity of members to create sustainable livelihoods for their people from the sustainable harvest, processing and marketing of their tuna resources.

This program will include, but not be limited to:

Policy advice

- i) providing social and economic advice on ways to maximise economic returns from the sustainable development of regional and domestic tuna fisheries;
- ii) providing advice on working within treaty frameworks and undertaking treaty and access negotiations to further the economic interests of members, including strategic and targeted advice for key treaty meetings;
- iii) advising members about relevant developments in international trade policy and economic co-operation frameworks and providing strategic advice to members about how to advance their individual and collective fisheries interests in trade policy and economic partnership negotiations;

- iv) contributing to regional development planning, including the Pacific Plan;

Services

- v) providing market information to support industry development, marketing and promotion;
- vi) designing and managing communication and public affairs programs to raise awareness about relevant issues amongst governments, industry and civil society;
- vii) co-ordinating, facilitating and networking between members and with other regional and international organisations to contribute to members' fisheries development planning, and to advance stronger and deeper regional co-operation on fisheries issues; and
- viii) co-ordinating activities for members to improve capacity in fisheries development.





FFA GOVERNANCE

Strategic direction and regional oversight of fisheries matters is provided by fisheries Ministers through the FFA's governing body, the Forum Fisheries Committee (FFC). Independent audit processes ensure sound, focused, efficient and cost effective administration.

The FFA Governance structure has the following key elements:

- The FFA Convention that establishes the Agency, describes its membership, and lays out its functions.
- A governing body the Forum Fisheries Committee (FFC), including a Ministerial segment, that meets annually in accordance with the FFA Convention.
- A Secretariat responsible to the FFC through the FFA Director-General. The Secretariat's executive management team reports to the FFC on matters relating to tuna resource management and development, and Secretariat administration.
- Independent audit requirements to ensure financial accountability to members and funders.
- The capacity to establish sub-committees to deal with specific matters where directed by the FFC.





IMPLEMENTATION

The FFA's programs will be implemented through a detailed business planning framework, with clear goals, outcomes and outputs, together with performance measures.

The Secretariat will prepare planning and implementation documentation at three levels covering different time frames, each that feeds into and supports the other:

(i) Strategic Plan 2020

A long-term strategic framework approved by the FFC. The strategic plan will be reviewed when required by the FFC. The strategic plan sets out the vision, mission, strategic direction, Secretariat role, and programs, and lays out the expected outcomes with associated performance indicators.

(ii) Business Plan

The business plan will support medium term planning needs and will be prepared by division heads and the executive team. It sets out the sub program and project priorities and activities for a 3 year period to help identify funding, staffing and other resource needs based on the needs and priorities of members, and in accordance with the broad framework approved by the FFC. It defines 3 year outcomes, output targets, and performance indicators. The business plan is tabled for discussion, input and endorsement by the FFC.

(iii) Annual Work Program and Budget

The annual work program and budget lays out the scope and cost of activities proposed to be carried out on an annual basis, for approval by the FFC.

Each of these documents will provide the appropriate level of detail for the respective time-frame and will enable achievements to be readily assessed. The Secretariat will provide annual reports to the FFC on program performance, measured against agreed performance indicators.

GUIDING PRINCIPLES

The FFA subscribes to the following guiding principles:

Sustainable development

Develop fisheries to meet the current and future needs of its members by balancing social, economic and environmental factors, to achieve ecologically sustainable development within a framework of ecosystem-based fishery management.

National sovereignty, regional solidarity – strength through co-operation and participation

Through a commitment to collaboration and solidarity FFA members will continue to create regional strength and harmony, implement the Pacific Plan as it applies to fisheries, increase members' participation in fisheries and reinforce the sovereign rights of coastal States to manage their EEZ tuna resources.

Capacity building

Build the human skills and institutional capacity of members in fishery management and related disciplines.

Excellence in monitoring and assessment

Through co-operation, planning, strategic research, and data collection and sharing, ensure the highest quality monitoring and assessment programs to support effective management and compliance.

Stakeholder responsibility and participation

Encourage responsible actions by all stakeholders and support their participation in the fishery management process.

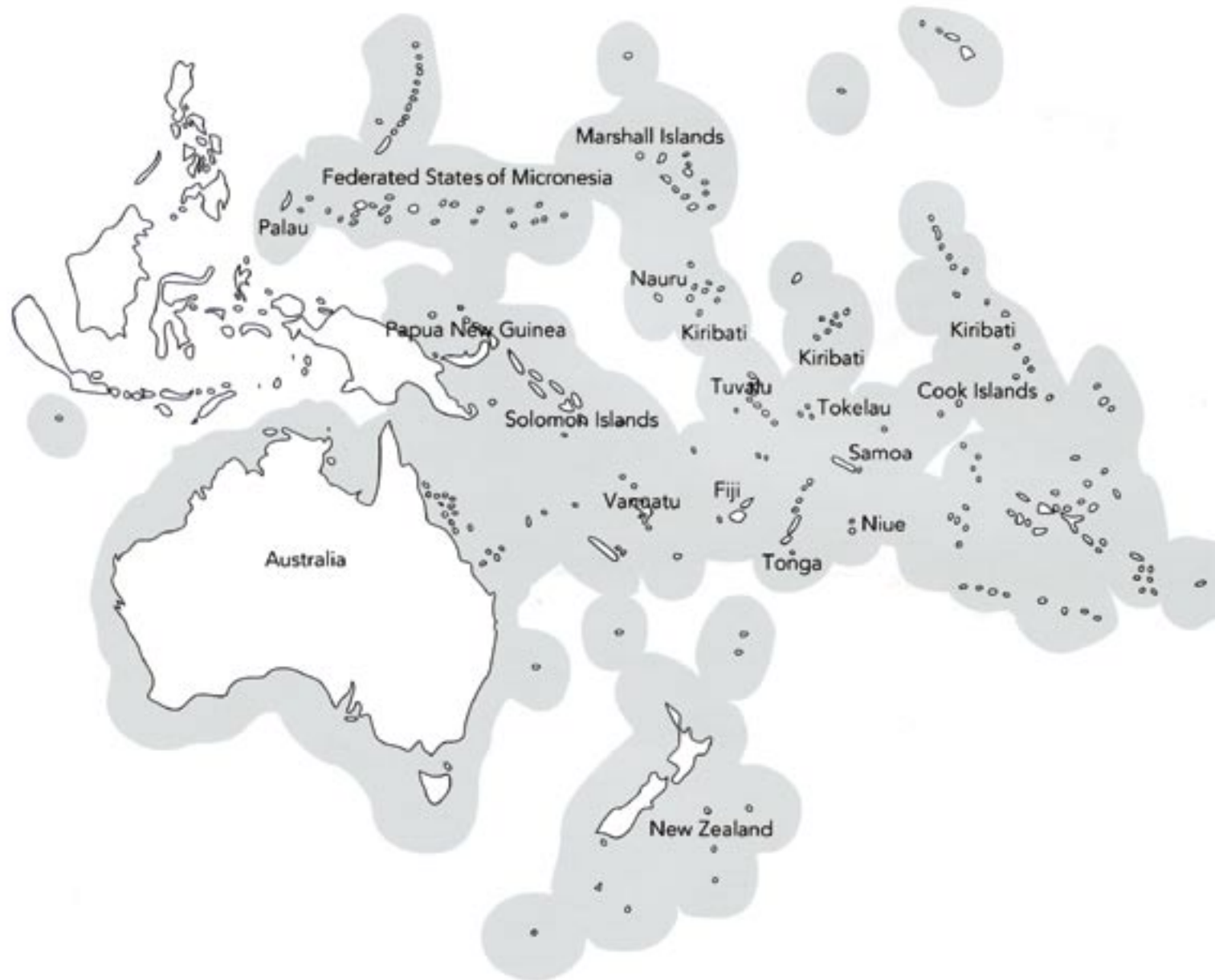
Partnerships

Develop and maintain effective partnerships and alliances to ensure co-operation and collaboration with other regional and international organisations, and amongst stakeholders.



FFA MAP

Map showing Forum Fisheries Agency members and their Exclusive Economic Zones.



MEMBERS

Australia

Cook Islands

Federated States of Micronesia

Fiji

Kiribati

Marshall Islands

Nauru

New Zealand

Niue

Palau

Papua New Guinea

Samoa

Solomon Islands

Tokelau

Tonga

Tuvalu

Vanuatu



FFA

Pacific Islands Forum Fisheries Agency

1 FFA Road
P.O. Box 629 Honiara
Solomon Islands
T. (677) 21124
F. (677) 23995
www.ffa.int