

**FFA****FORUM FISHERIES COMMITTEE
ONE HUNDRED AND TWENTIETH MEETING***29 October 2021*

Agenda item	6
Paper No:	FFC120-WP04
Title:	Implementation of FFA Strategic Plan 2020-2025

Summary

FFCMin 16 endorsed a new FFA Strategic Plan 2020-2025 which came into effect on 1 July 2020. Implementation of the Strategic Plan requires involvement of all staff in the Secretariat and close engagement with Members.

This paper provides an update of the work the Secretariat has progressed since the last update to the Audit & Risk Committee in May 2021.

Recommendation

The Committee is invited to:

1. **note** the progress of FFA Strategic Plan Implementation since the last meeting; and
2. **discuss** the key issues under consideration as part of this process.

Introduction

1. The FFA 2020-2025 Strategic Plan (SP) endorsed by the FFC Ministers came into effect on 1st July 2020.
2. Since the endorsement of the SP, the implementation work on the plan has been progressed with the assistance of a MERLA consultant, Stacey Tennant from the beginning of 2021. Delays were incurred in 2020 caused by the COVID 19 pandemic when the Secretariat had to focus its effort on its responses to the pandemic.
3. FFC 118 supported the Secretariat's intention to develop a 5 year Business Plan setting out the Secretariat's work to deliver on the Strategic Plan over the coming 4 years. FFC tasked the Secretariat to organise a workshop for Members to review the draft Business Plan before the next Audit & Risk Committee meeting where the revised Annual Work Program and Budget (AWPB) is to be presented with the draft Business Plan. The workshop was held on 8th October and Members provided significant feedback and advice on the draft Business Plan.
4. The Executive led this work with the support of Directors and the involvement of all Secretariat staff. Recognising the importance of staff ownership, time was taken for all Secretariat staff to understand the Vision and Mission statements, and strategies, in order for them to meaningfully participate in the development of short term and medium term outcomes, indicators, high level outputs and activities contained in the draft Business Plan (*refer to ARC21.WP03*).
5. In recognition of the ongoing and cyclical nature of such planning processes, the Secretariat conceptualised this work around the stages set out below in Figure 1. While these are depicted in stages, they are not discrete and work is undertaken concurrently. The stages are set out as follows:
 - **Planning and Strategic Alignment** - this entails the planning to operationalise the Strategic Plan. It also involves the development of its corresponding Business Plan and the strategic alignment or preparation for implementation;
 - **Implementation** - this is the delivery of the work; and
 - **Analysis and Evaluation of Progress** - this entails tracking of the results and reporting.
6. The same figure is used to provide a snapshot of the work to date and the next steps.

Figure 1 – Key Stages of the Planning and Implementation process



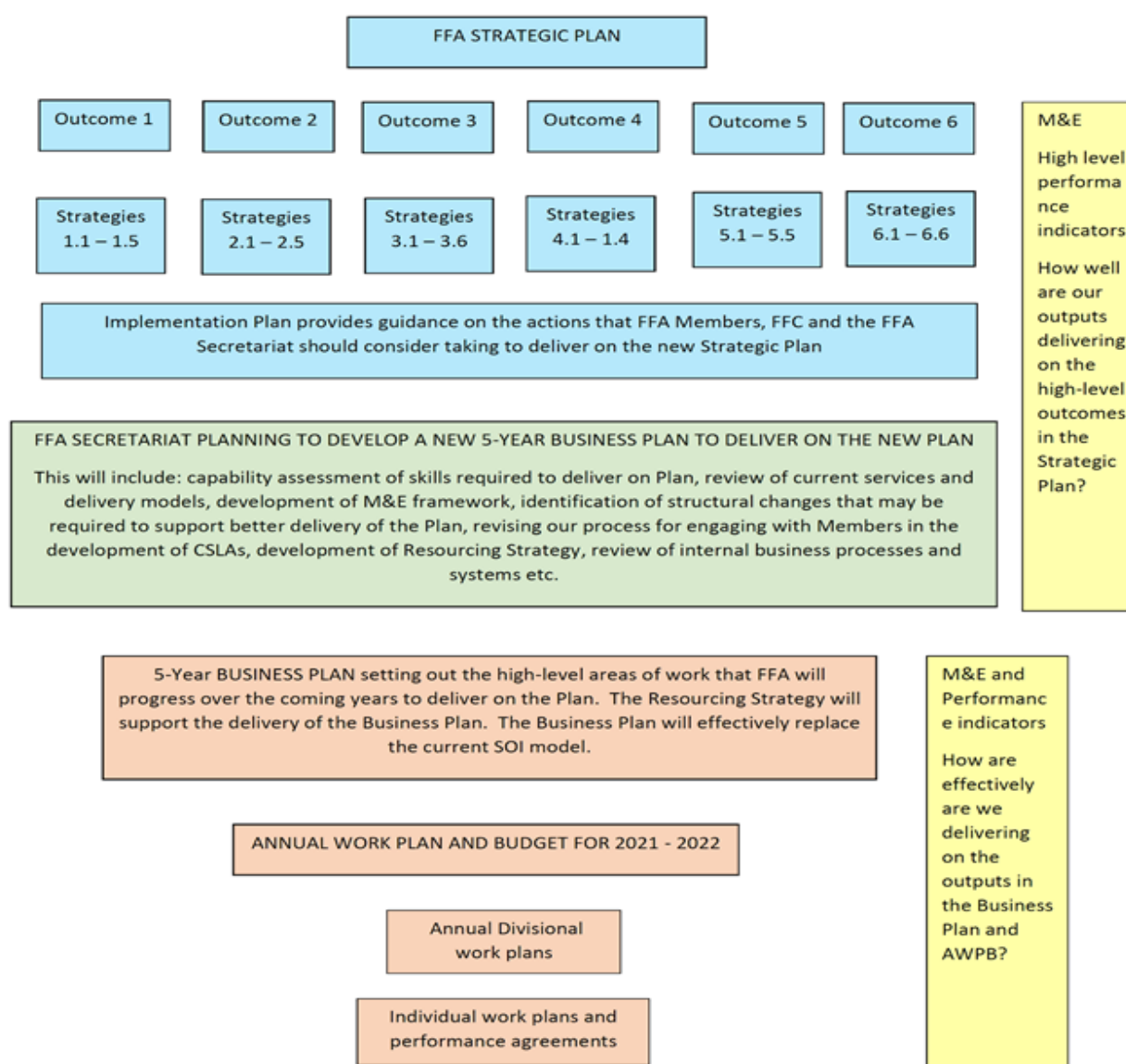
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7. As noted above, a key decision was made at FFC116 in October 2020 to develop a five-year Business Plan to guide the implementation of the Strategic Plan by the Secretariat. The Business Plan sits below the Strategic Plan and above the Divisional Plans that subsequently informs the Annual Work Program and Budget.

8. This resulted in the work on the draft Business Plan starting late 2020 with the assistance of the MERLA consultant from the beginning of 2021.

9. The diagram in Figure 2 shows the various elements of the SP implementation process from the green box and below. This was presented in FFC116. There's a slight variation in the implementation process where we now have multi-year Divisional Plans instead of an annual Divisional Plan. These multi-year Divisional Plans will be developed after the Business Plan. These plans will be reviewed before the finalisation of the AWPB and Revised AWPB every year.

Figure 2 - Strategic Plan Implementation Diagram



Progress of Implementation

Developing the M&E framework

10. A Monitoring, Evaluation, Reporting, Learning & Adaptation (MERLA) Consultant, Stacey Tennant, was recommended and supported by New Zealand after FFC116. She had previously worked on FFA's Results Service Logic in 2014 which gave her an advantage in understanding the work of FFA. The consultant began workshops with staff from January 2021 to review the MERLA Framework and, as part of the review, build staff capacity in planning and monitoring & evaluation and also assisted in the development of the Business Plan. This work was funded directly by New Zealand and Stacey was engaged by NZ to support FFA until June 2021.

11. From the workshops conducted by the consultant, short term (1-2 years) and medium term outcomes (3-4 years) were developed that supported the delivery of the 6 Strategic Plan outcomes together with some indicators. Subsequently, high level outputs and activities were developed and mapped to the outcomes. These made up key components of the Business Plan that was discussed with the Members on 8th October 2021. Members' feedback and suggestions have been included in the draft that will be discussed in this meeting.

12. All Secretariat staff have been involved in the development of short-term and medium-term outcomes, high level outputs and activities, and indicators and staff were able to participate in the last review of these in a two-day offsite workshop in Honiara on 13 and 14 September with staff working remotely joining virtually. The workshop was facilitated by the Executive and Directors and senior staff who had been trained specifically for this planning and MERLA work by Stacey Tennant. During the same workshop staff commenced developing Divisional Plans by sequencing tasks under each activity for the four years FY2021-FY2025.

13. An integrated business system will be a catalyst to achieving efficiencies in the Secretariat. The current payroll and HR system cannot be integrated with the Secretariat's finance system, FinanceOne, resulting in a lot of manual processes and inefficiencies. TechnologyOne, supplier of FinanceOne, has been engaged to upgrade the FinanceOne system and migrate it to the cloud. TechnologyOne will also supply Payroll and HR modules that will be integrated with FinanceOne. The agreement with TechnologyOne was signed on 17 September 2021.

Recruitment of Programme Manager position

14. The recruitment of Manager Organisational Transformation (MOT) is now complete. The incumbent is expected to join FFA in January after giving three-months' notice to their current employer. The role is responsible for the successful implementation of organisational plans and change initiatives in the Business Plan, monitoring & evaluation, periodic reporting, learning and adaptation and embedding planning, MERLA and change processes within the organisation. The position reports directly to the Executive and will be responsible for the Planning Assistant (Local position) and MERLA Specialist (International position). The MOT position is a two-year role and the future of the head of this unit and what it's going to be called will be decided after the first year.

15. The Planning Assistant has been recruited and the person is expected to start in Honiara on 27th of October. This position will support the planning and MERLA work. This role is for three years.

Next Steps

16. Each Division will finalise their multi-year **Divisional Plans** that will be aligned to the activities in the Business Plan over the coming weeks. Each Divisional Plan will be costed, and reviewed before the finalisation of AWPB and Revised AWPB each year. Divisional Plans will also be

aligned to the FFA Resourcing Strategy and consolidated for resources and financial forecasts for the Business Plan.

17. **Reviews of technical services** provided by FFA to members are anticipated including reviews of the observer programme, Treaty Administration, IMS services to members; Vessel register fee levels and move to electronic VR; CSLA process and planning.

18. **The Organisational structure** will be reviewed and may require redesigning to ensure that the Secretariat has a structure that is aligned to high level outputs and supports the delivery of the strategic outcomes.

19. A **capability framework** focussed on the future human resource competencies required for each band will be developed and will inform the review of job descriptions and performance measures that should be mapped to Divisional measures and the strategic outcome indicators. All positions will be valued and the cost reflected in the Divisional financial forecasts. Some of this work will be done internally and some will be supported by an external consultant.

20. There will also be work on the **Resourcing Strategy and Funding Guidelines** in the new financial year. Some external assistance may be required for this work, which is linked to the people strategy, organisational design, and multi-year financial forecast supporting the Business Plan.

21. A review of the process of how the Secretariat can further enhance engagement with Members through the reforms of **Country Service Level Agreements**, or its successor to reflect the partnership FFA Secretariat shares with Members. A workshop on CSLA Reforms with Members was held on 12th October with the outcomes to be discussed at FFC120.

22. The review of **corporate policies** has been progressively undertaken internally. Initially the changes were to update existing policies and processes, however, realising the changed environment in which we work, the focus shifted to adjusting policies to respond to COVID19 and we anticipate some of these changes will become the “new normal” post COVID. An external expert has been engaged to review all policies and processes from a **gender and social inclusion** perspective.

23. A review of **organisational strategic risks** is scheduled to take place in 2022. These were last reviewed in 2014 when the Strategic Plan 2014-2019 came into effect.