

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

Agenda Item:	6
Paper No:	FFC120-WP.04B
Title:	Draft Business Plan

Summary

The Secretariat's draft Business Plan is a living document and will be regularly reviewed and updated before the Annual Work Program (AWPB) and Budget and Revised AWPB is finalised every year.

The Revised AWPB for the current year FY2021-22 presented in the next agenda item is aligned to the activities in this draft Business Plan.

Purpose

The draft Business Plan is presented to the Committee to seek their guidance, comments and approval noting that this is a living document.

Recommendations

The Audit Committee is invited to:

- i. Approve the attached draft Business Plan with improvements and updates to be presented at the next ARC around April 2022.

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Introduction

The attached draft Business Plan (*Attachment 1*) was developed with the assistance of a Monitoring, Evaluation, Reporting, Learning and Adaptation (MERLA) consultant funded by New Zealand. This draft Business Plan contains the short term (1-2 years) and medium term (3-4 years) outcomes and high level outputs and activities and strategic indicators that are aligned to the six strategic outcomes in the 2020-2025 Strategic Plan. This work involved the whole of the Secretariat with the Executives taking the lead initially with the management team followed by Divisional consultations facilitated by the consultant, Ms Stacey Tennant, over 6 months beginning in late January this year. There was a staff retreat held on 13 and 14 September 2021 where all the staff were involved in reviewing the MERLA framework in groups on day one followed by each division developing their Divisional Plans by mapping annual tasks to the activities in the draft Business Plan on day two.

Members Feedback on the Draft Business Plan

Following the staff retreat, the draft Business Plan was discussed with Members in a workshop on 8th October 2021. Valuable comments on the draft plan were received from Members during the week following the workshop.

Below is a table containing the summary of written comments received from members in the first column and the Secretariat's response in the second column. You can see from the table that some of the comments have been addressed in the attached version of the draft Business Plan while others will require further consultation with management and staff to better understand the changes and linkages to the plan. We expect that all the changes will be done in the next few weeks apart from the estimated cost of the plan that will be completed early in the new year.

COMMENTS FROM MEMBERS	SECRETARIAT RESPONSE
STRUCTURE AND LEVEL OF DETAIL Overall the current version is very detailed, particularly in the High-Level Output activities. We think the document would benefit from some trimming or reorganisation to more clearly articulate the FFAs core business, with some of the details being moved to other existing documents including the annexes to the plan and possibly divisional plans, as appropriate.	Secretariat notes the comments and has commenced work on this but will not be ready to be incorporated into the BP before ARC and internal consultations will happen to ensure staff understand the changes.
IDENTIFY DIVISIONS INVOLVED IN EACH OUTCOME The move to outcomes focus and reporting should also show which divisions are involved in the work to support each outcome. A table (see attached FAME business plan for a great example) would be a really good illustration of cross divisional collaboration that is envisaged under the Strategic Plan and the move to outcomes-based reporting.	Secretariat notes the comments and work on this has started but will not be ready to be incorporated into the BP before ARC and internal consultations will happen before it is finalised.
MILESTONES FOR REPORTING	

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Recognising Annex 3 on the sequencing of key activities, we would like to see a timeline for progress with key milestones laid out.	Secretariat to incorporate milestones into reporting template on sequencing key activities. Some of these are already in the Divisional Plans.
FUNDING OF ACTIVITIES It would good to understand how the costs of implementing the business plan are being accounted for – not necessarily in this document but at ARC and in the AWPB	Secretariat notes the comments. The cost related to work to be delivered in this financial year is in the Revised AWPB to be presented at ARC21. The cost of the planned work for the next 3 years will be presented to ARC22 in April next year.
HIGH-LEVEL OUTPUTS 1 and 4 Outputs 1 and 4 seem very similar except output 4 seems explicit to just MCS. Presumably output is part of output 1?	Secretariat notes comments and internal discussions will happen before any change is made. Note: Output 1 is policy, technical and legal ADVICE Output 4 – is technical SERVICES provided by MCS and Treaty Administration.
COVID 19 IMPACTS Can this be more specific? We know some areas and services have been heavily impacted by the pandemic, can we specify the priority areas impacted to guide activities in the Business plan?	Have provided text under COVID 19 Pandemic section explaining the 3 areas impacted ie: FFA workplan, MCS tools and Members economic and social benefits.
RISK MANAGEMENT Risk management model looks very good. Needs some descriptive text to explain how risks are monitored and reported (e.g. as outlined in the workshop through reporting to ARC)	Have included text in draft BP under Risk Management Framework heading.
SPECIFIC KEY AREAS UNDER OUTCOMES The overall structure is good and it is really valuable seeing the short term and medium outcomes defined. But overall, it may be clearer to have defined activities (i.e. key results) listed under the corresponding short/medium term outcomes rather than one list arranged under standard output themes.	Secretariat notes the comments. Work has started on these changes but will not be completed before the ARC. We will also consult internally before finalising changes.

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ACTIVITIES There is some inconsistency in how the activities are drafted. Hard to follow how activities align with short/medium outcomes. Reconsider if the High-Level Outputs across all the Outcome areas helps, or makes it more difficult to follow (it does make it repetitive with some duplication). Many of the activities listed are lower-level tasks or are generically worded. The key content is there but it would be useful to make sure activities are specific and results orientated. Ensuring activities align with specific short/medium outcomes and link with the relevant implementing divisions will make it easier to align with staff resources and budget (e.g. in AWPB)	Secretariat notes the comments. Work has started on these changes but will not be completed before the ARC. We will also consult internally before finalising changes.
PERFORMANCE INDICATORS The performance indicators are very useful but some need to be reviewed to ensure they are specific and measurable. Need to review the short/medium outcomes and ensure there are indicators for all key outcomes, there are some gaps. Indicators for outcome 6 need some additions – Specifically to cover short term outcome 5 relating FFA systems, processes. This is very important for reporting on the effectiveness of <u>how</u> FFA delivers on its services and member support and managing risk.	Secretariat notes the comments. Work has started on these changes with suggested strategic indicators but will not be completed before the ARC. We will also consult internally before finalising changes.
ALIGNMENT WITH RMCSS Ensure closer alignment with MCS strategy, ensure outcomes and indicators are consistent.	The Business plan has been aligned to the Regional MCS Strategy (RMCSS). A number of indicators in the RMCSS are operational indicators so in the Business Plan these have been elevated to indicators mapped to the high level outcomes.
ADVOCACY FOR LOW CARBON INITIATIVES AND CAGE FARMING OF TUNA Take a leadership role in advocating for and ensuring the sustainability of the pelagic fish stocks in the WCPO through member-driven regional approach CC mitigation initiatives such as, but not limited to: a. Promotion (through access arrangements) and acquisition of environmentally friendly and low-carbon emitting fishing vessels with a possibility	Secretariat notes the suggested activities and will discuss these internally to determine what might be included in the BP and which issues might be better picked up in Divisional Plans and/or CSLAs with individual members.

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of setting a reasonable regional target for 2024 e.g. 20% of vessels operating in members' waters are not using R22-R44 refrigerant gases or are solar powered. b. Work with SPC to assist members to implement cage farming of tuna and tuna-like fish in their offshore MPAs (under SDG 14 commitments) Take a bold stand and lead the region in phasing- in a zero-carbon emitting institution by 2025.	We welcome Members' views on the suggested activities.
INVEST IN SATELLITE, AI and REMOTE SENSING TECHNOLOGY Invest in surveillance technology to reduce the cost IUU fishing in the FFA members' waters e.g. satellite, AI and remote sensing technology,	Secretariat notes the addition to the activities and will discuss this internally before finalising what to include in the BP. We seek Members' views on the suggested activity.
SOCIAL IMPACT ASSESSMENTS Assist members in carrying out their social impact assessments on their offshore fisheries	Secretariat notes the addition to the activities and will discuss this internally to determine what might be included in the BP and what might be better picked up in Divisional Plans and/or CSLAs with individual members. .
NEW WORK FOR INTRA AND INTER-SUBREGIONAL ARRANGEMENTS Provide high level economic analysis and identify opportunities for intra-subregional arrangements and inter-subregional arrangements to increase the economic contribution of the offshore fisheries.	Secretariat notes the addition to the activities. It can be captured under Outcomes 2 and 4. We will discuss this internally before finalising. We seek Members' views on the suggested activity.
BUSINESS INVESTMENT ARM Consider a business investment arm to generate funds to reduce dependency on development partner funding and not be limited by funding caveats. This also will act as contingency for implementation of members' priorities under the CSLA (to account for differing levels of capacities of	Secretariat notes the addition to the activities and will discuss this internally before finalising what to include in the BP. These suggestions could also be picked up in the work to develop the

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members under the principle of “everyone prospers”) and in the event that either the C19 pandemic worsens or a similar event occurs.	Resourcing Strategy to support the Business Plan and the work of the Secretariat going forward. We seek Members' views on the suggested activity.
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Next steps

We will continue to refine the plan particularly to address issues listed in the above table that require discussions and consultations with Secretariat staff and/or members in the coming weeks.

The Divisional Plans for the 4 years with required resources will also be finalised in the coming weeks. Following this the budget for the 4 years of the plan will be prepared and presented to ARC22 with the current year's revised budget numbers as year 1 figures following the new budgeting template. Costs will be broken down into activities, staff costs and travel and meeting costs.

The review of strategic risks, development of capability framework and organisational structure, development of resourcing strategy and funding guidelines will begin in January 2022.