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**Regional Tuna Management and Development Strategy
2009-2014**

May 2009

This document is presented in two parts. The first is the Regional Tuna Management and Development Strategy as approved by Forum Fisheries Ministers in May 2009. The second is the operational and reporting aspects that underpin the Strategy as approved by the Forum Fisheries Committee in November 2009.

Abbreviations

CCM	Cooperating Members, Cooperating non-members and Participating Territories (of the WCPFC).
CDS	Catch documentation scheme
CMM	conservation and management measure (of the WCPFC)
DWFN	distant water fishing nation
EAFM	ecological approach to fisheries management
EEZ	exclusive economic zone
FFA	Forum Fisheries Agency
FFC	Forum Fisheries Committee
FMP	fisheries management plan
HMS	highly migratory species
IUU	illegal, unregulated and unreported (fishing)
LRP	Limit Reference Point
MCS	monitoring, control and surveillance
MSY	Maximum Sustainable Yield
OFP	Oceanic Fisheries Programme of the Secretariat to the Pacific Community
PIC	Pacific island country
PITIA	Pacific Islands Tuna Industry Association
PNA	Parties to the Nauru Agreement
SC-SPTBF	Committee on South Pacific Tuna and Billfish Fisheries
SPC	Secretariat to the Pacific Community
TAC	Total Allowable Catch
TAE	Total Allowable Effort
VDS	Vessel Days Scheme
VMS	vessel monitoring system
WCPFC	Western and Central Pacific Fisheries Commission
WCPO	western and central Pacific Ocean

Regional Tuna Management and Development Strategy

I. INTRODUCTION

1. The stocks of highly migratory fish species (HMS) of the western and central Pacific Ocean, a significant proportion of which are caught in the waters of the Pacific Islands Forum Fisheries Agency (FFA) Members, comprise the largest tuna fishery in the world. Through the sustainable management of their HMS fisheries, FFA Members have a major opportunity to meet their fisheries development aspirations, thereby contributing to national goals under the Pacific Plan.

2. In 2007, as part of the Forum Communiqué, Forum Leaders in Vava'u reaffirmed the importance of fisheries and national tuna industries to the economies and communities of all Pacific Forum countries, and committed themselves to promoting domestic fisheries and developing national tuna industries. Leaders also committed to maintaining regional solidarity, upholding existing regional and national arrangements, and implementing appropriate conservation and management measures.

3. To promote this approach, the 4th Meeting of the Ministerial Forum Fisheries Committee (FFC) in May 2008 directed that this Regional Tuna Management and Development Strategy (the Strategy) be prepared as 'an important backbone for the region'. This will be achieved by:

- maintaining and supporting regional solidarity, noting that FFA Members already act cohesively to increase the national benefits flowing from their oceanic fisheries in an increasingly complex management environment;
- providing a common understanding of the outcomes being sought at national, sub regional and regional levels;
- providing a mechanism for enhancing and leveraging beneficial fisheries management and development outcomes within the Western and Central Pacific Fisheries Commission (WCPFC; the Commission);
- further providing a way to maximise long-term economic and social benefits available to FFA Members; and
- ensuring coherence in terms of engagement with donors who provide assistance at regional and national levels.

III. GEOPOLITICAL ENVIRONMENT

4. FFA Members have long contributed to the development of international initiatives to protect the marine environment and secure sovereign rights over fisheries resources. These efforts culminated in the entry into force on 19 June 2004 of the Convention on the Conservation and Management of HMS Stocks in the Western and Central Pacific Ocean.

5. The successful establishment of the Commission offers considerable opportunities for FFA Members. For the first time a body has a wide range of functions relating to the management and conservation of HMS throughout the Convention area, including the high seas.

6. The ability of FFA Members to influence Commission outcomes is unquestionable, provided solidarity is maintained. The FFA membership includes 15 Small Island Developing States (SIDS) and Territories in whose waters a significant proportion (>50%) of the catch of highly migratory fish stocks in the Convention Area is taken. FFA Members also represent 17 of the 32 Commission Members and participating territories (CCMs).

7. The current and future economic welfare of FFA Members is deeply dependent on the effective management of regional HMS stocks and regional HMS fisheries. It is clear that the Commission's functions can also have powerful economic effects, affecting the value of HMS resources and who benefits from them, in ways that are critically important to sustainable development within FFA Members.

8. FFA Members are working to secure the opportunities that the Commission offers, and reduce the risks that it presents. Key strategies inherent in the FFA Members' approach to the Commission are to:

- ensure that the exercise of the Commission's functions strengthens, and does not prejudice or undermine sovereign rights;
- increase the control of FFA Members over HMS resources in the Pacific Islands region; and
- facilitate participation by FFA Members in high seas fisheries.

9. FFA Members, in the exercise of their sovereign rights, have taken strong national and regional measures for the conservation and management of HMS in the Convention Area. It is therefore a key objective of FFA Members to ensure that the Commission develops compatible measures for areas beyond national jurisdiction, including the high seas.

10. The restructuring of foreign fishing and the improvement of traditional access agreements towards more beneficial and flexible arrangements are core strategies of this Strategy. In pursuing this, the need is acknowledged for the development of mutually beneficial cooperation between FFA Members and responsible distant water fishing nations (DWFNs).

11. Today's seafood markets are demanding products from fisheries that can demonstrate they are sustainable, often through various forms of certification supported by environmental groups. This has created an expectation of better fisheries management, including traceability schemes.

IV SUSTAINABILITY ISSUES

12. As fishing pressure on key HMS stocks increases, the Commission is faced with the need to address conservation and management of stocks. The status of bigeye and yellowfin tuna is of particular concern, which is reflected by FFA Members' efforts to promote and agree measures at the Commission that address the management of these species.

13. FFA Members have cooperated extensively to ensure that the three pillars of effective fisheries management are addressed in a range of national, sub-regional and regional (including in the Convention area) arrangements. These pillars are: effective management measures, including appropriate constraints on catch and fishing effort; use of best available science to inform management decisions; and effective Monitoring, Control and Surveillance (MCS).

14. FFA Members, and in particular the PNA (Parties to the Nauru Agreement) group, have assumed a leadership role due to the lack of response in the Commission to scientific advice about the status of bigeye and yellowfin. This led to a breakthrough in 2008 with the implementation of a range of management measures at the Commission.

15. The most valuable species for most FFA Members are either albacore or skipjack, and these Members are generally concerned to ensure that measures to conserve bigeye in particular do not reduce their overall long term benefits by unduly or disproportionately limiting their opportunities to fish for albacore and skipjack. There is also the additional concern that the economic costs of measures to reduce the impacts on bigeye could be borne by FFA Members, while the benefits largely accrue to longline fleets and Commission Members fishing outside FFA Members' waters.

16. FFA Members have been successful in securing wider membership agreement at the Commission to a set of guidelines and principles that will contribute to ensuring that sustainable management is achieved in such a way as to not only protect, but also enhance development opportunities and aspirations for SIDS (WCPFC Resolution 2008-01).

17. The challenge now before FFA Members is to implement policy and management approaches that achieve the sustainability of the resource, and, at the same time, aid in the achievement of the Members' development aspirations.

V DEVELOPMENT ISSUES

18. The predicted growth in global demand for tuna and, more significantly, limits to supplies arising from stock resource limits are expected to drive increases in prices, and thus the value of WCPO tuna.

19. Where fisheries are approaching or exceeding sustainable limits, there must inevitably be a reduction in fishing capacity in the Convention area as fleets adjust to restricted fishing opportunities. Such restriction can be managed in order to increase the value of fishing opportunities (access).

20. All FFA Members are seeking to improve benefits from their HMS resources, principally from domestic fisheries development, and have adopted a range of ways to do this. The challenge is to develop and implement policies and strategies that reflect the diversity in aspirations and thereby support the realisation of those benefits in a tangible form.

21. Ministers have identified key strategies towards achieving fisheries development at the national level. These can be summarised as: tailoring development strategies to individual country circumstances; improving the domestic economic environment and access conditions to support investment while maintaining appropriate revenue flows to government; tying access more tightly to participation in domestic development; and securing adequate assistance to develop and establish domestic HMS fishing industries.

22. For those nations with limited onshore and locally based fishing potential, fees from access arrangements will continue to provide the major source of revenue from HMS. Improving these arrangements, especially through creating more flexible and competitive markets for access, is a core objective of a number of FFA Members.

23. It is the position of FFA Members that the fleets of developed CCMs must be reduced or restructured so as to accommodate the aspirations of PICs to develop their own fisheries. Through mutually beneficial arrangements, developed CCMs that cooperate with FFA Members' current moves toward achieving their planned development of domestic fishing industries will have a future in the region. Those that fail to adapt will be excluded.

VI REGIONALISM

24. Regional cooperation in fisheries between FFA Members has led to the achievement of significant management and development gains that would not have been achieved by countries working alone.

25. Regionalism does not imply any limitation on national sovereignty or sovereign rights. In the case of fisheries it is based on the premise that no country will be worse off, relative to other cooperating countries, as a result of regional fisheries management action. Noting that most management measures will have differential impacts on individual FFA Members (or sub-groups), achieving this principle through using solidarity to gain negotiating power at the Commission, may require compensatory arrangements.

26. The overriding principle of regional fisheries management action is to ensure the implementation of effective conservation and management arrangements for HMS. Regional cooperation should not result in 'lowest common denominator' outcomes which undermine fisheries management measures.

27. FFA has continuously supported the establishment of sub regional arrangements based on common interests, while maintaining a priority on whole of FFA positions on issues wherever possible. FFA also uses regional approaches to overcome capacity limitations in service delivery at national level, which is a benefit recognised in the Pacific Plan.

28. To date, most key management and development initiatives within FFA and the broader WCPO have been driven by the PNA, based on the leverage they are able to exert as a result of the fishing opportunities that exist in their waters. A strong and united PNA will continue to exert strong influence over the Commission, and has the potential to benefit both PNA and the FFA membership as a whole.

29. This Strategy supports and enhances the ability of the PNA group to continue this momentum, while also recognising the need to support other sub-groups. The new management regime creates an opportunity to introduce innovative regional cooperative arrangements for fisheries access and licensing that provide a greater range of benefits. These arrangements will include consideration of ways to allow vessels to fish in multiple EEZs, thereby increasing the value of access.

VII VISION, GOALS AND OBJECTIVES

30. This Strategy is compatible with the FFA Strategic Plan, Business Plan and Annual Work Plan but differs by being an action-oriented document which lays out a road map for implementation by Members, with the support of the FFA Secretariat and the Oceanic Fisheries Programme of the Secretariat of the Pacific Community.

31. This Strategy is intended to guide strategic management and development, and is therefore focussed on outcomes according to broad goals and success indicators. These Goals, Objectives and indicative Outcomes are provided below.

32. The Ministers' vision, as articulated by the FFA Strategic Plan is that:

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

To meet the Ministers' vision, the two Goals of this Strategy are:

- i) Sustainable oceanic fish stocks and ecosystems.
- ii) Economic growth from HMS fisheries.

Goal 1. Sustainable oceanic fish stocks and ecosystems

Strategic Objectives

- i) Increased integration of scientific advice in decision making*
Outcomes relate to WCPFC decision making and national implementation.
- ii) Improved fisheries management planning*
Outcomes relate to the integration of the Ecosystem Approach to Fisheries Management with the implementation of Tuna Management Plans.
- iii) Enhanced in zone management arrangements*
Outcomes relate to development and full implementation of arrangements within EEZs.
- iv) Increased stock-wide management*
Outcomes relate to compatibility provisions that will drive high seas management.
- v) Reduced illegal, unregulated and unreported (IUU) fishing*
Outcomes are based on the implementation of the regional MCS strategy.
- vi) Enhanced MCS, integrated with fisheries management planning and implementation*
- vii) Increased technical management capacity*
Outcomes relate to improved technical capacity within national administrations.

Goal 2. Economic growth from HMS fisheries

Strategic Objectives

- i. Increased domestication of HMS industries*
Outcomes relate to increased catch and effort (as a proportion) by domestic fleets.
- ii. Building fisheries businesses*
Outcomes relate to stakeholder consultation and improved government policy and services to create profitable and enduring fisheries businesses.

iii. Improved fisheries access arrangements

Outcomes relate to ways that Members can increase revenue and reduce reliance on traditional access agreements.

iv. Enhanced cooperative regional arrangements

Outcomes focus on management measures such as the existing and proposed Vessel Days Schemes.

v. Increased social benefits

Outcomes focus on achievement of social objectives including employment, living conditions and small scale businesses.

vi. Improved overall harvest strategies

Outcomes relate to the use of reference points to achieve appropriate balance between exploitation and conservation in the multi-species context.

vii. Increasing control over fishing in the Pacific Islands region

Outcomes relate to the ability of FFA Members to secure greater shares of overall fishing opportunities and the capacity of domestic fleets to realise benefits from it.

viii. Increased use of rights-based approaches

Outcomes relate to the limitation of fishing opportunities to create value and an investment environment that facilitates domestic attainment of those limited rights.

ix. Increased market and trade opportunities

Outcomes relate to market access improvements, primarily through means such as certification and traceability.

x. Increased capacity to realise commercial opportunities

Outcomes relate to conducive governance structures as well as private sector capacity.

VIII IMPLEMENTATION, MONITORING and EVALUATION

33. The successful implementation of the Strategy, as with the Pacific Plan, is primarily dependent on the support, political commitment and actions of Member countries, development partners and other stake-holders, especially to allow integration of regional approaches into national fisheries planning at the country level.

34. At the regional level, coordination of, and support for, implementation of this Strategy is, in the first instance, the responsibility of the FFA Secretariat. Political oversight and guidance to the Secretariat will be provided by the Ministerial Forum Fisheries Committee.

35. Overall implementation of Strategy initiatives will be reviewed annually by Ministers based on progress reports provided by the FFC officials. This may require the formation of a FFC sub-committee to assess progress against the outcomes in this Strategy. Such a Committee could meet in the margins of the annual FFC.

36. A framework for monitoring and evaluation of national, sub-regional and regional progress against the Goals is being developed by the FFC.

Regional Tuna Management and Development Strategy 2009-2014

Part 2 - Operational and Reporting Aspects

November 2009

I. INTRODUCTION

1. The Regional Tuna Management and Development Strategy (the Strategy) was adopted by the fifth meeting of Forum Fisheries Committee (FFC) Ministers in May 2009 in Alofi, Niue. The Strategy was also noted at the Pacific Island Forum Leaders annual meeting in Cairns, Australia in July 2009.
2. The Strategy will provide a significant backbone for oceanic fisheries in the region by:
 - maintaining and supporting regional solidarity;
 - providing a common understanding of the outcomes being sought at national, sub regional and regional levels;
 - providing a mechanism for enhancing and leveraging beneficial fisheries management and development outcomes within the Western and Central Pacific Fisheries Commission (WCPFC);
 - further providing a way to maximise long-term economic and social benefits available to FFA Members; and
 - ensuring coherence in terms of engagement with donors who provide assistance at regional and national levels.
3. The Strategy is complimentary to, and underpins the strategic and annual operational planning framework that is already in place for the Forum Fisheries Agency (FFA), and will ensure that the work of the Secretariat is driven by the needs of FFA members. It also goes further than the existing framework by laying out a roadmap for the achievement of identified operational level outcomes at the national level. In this way, the Strategy is very much about achieving the aspirations of FFA members, though a joint undertaking by the Members, FFA and other stakeholders such as the Secretariat of the Pacific Community (SPC), the Pacific Islands Tuna Industry Association (PITIA) and Environmental Non-Government Organisations.

Role of this Document

4. This document lays out the operational and reporting aspects that will be used by members and the secretariat to guide work to be delivered on a national basis and to assess progress towards achieving the goals and objectives of the Strategy. In doing so, it sets a road map to assist members (individually and collectively) to successfully deliver upon the High Level Goals and Strategic Objectives in the Strategy. In turn, it also provides clear guidance to the secretariat, donors and other interested parties on priority areas for support and investment
5. This document must be read in accordance, and interpreted in a way that supports the Strategy
6. This is a living document, subject to amendment by FFC from time to time.

II GOALS AND OBJECTIVES

7. The Ministers' vision, as articulated by the FFA Strategic Plan is that:

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

8. To meet the Minister’s vision, the Strategy lays out two high level goals, each of which is underpinned by a number of Strategic Objectives as follows:

1. Sustainable oceanic fish stocks and ecosystems

- i. Increased integration of scientific advice in decision making*
- ii. Improved fisheries management planning*
- iii. Enhanced in zone fisheries management arrangements*
- iv. Increased stock-wide management*
- v. Reduced illegal, unregulated and unreported fishing*
- vi. Enhanced Monitoring Control and Surveillance (MCS), integrated with fisheries management planning and implementation*
- vii. Increased technical management capacity*

2. Economic growth from tuna fisheries

- i. Increased domestication of tuna industries*
- ii. Building fisheries businesses*
- iii. Improved fisheries access arrangements*
- iv. Enhanced cooperative regional arrangements*
- v. Increased social benefits*
- vi. Improved overall harvest strategies*
- vii. Increased control over fishing in the Pacific Islands region*
- viii. Increased use of rights based approaches*
- ix. Increased market and trade opportunities*
- x. Increased capacity to realise commercial opportunities*

III. GEOPOLITICAL ENVIRONMENT

9. The Strategy discusses some of the aspects of the geopolitical environment that have a direct bearing on the ability of FFA members to achieve their aspirations for sustainable fisheries that deliver relevant domestic benefits. The key issue amongst these are:

- The formation of the WCPFC, which represents both an opportunity for the further exercise of sovereign rights, and a risk though the potential for management measures to be implemented that may not be in the best interests of members seeking to secure, and appropriately benefit from, those rights

- The potential conflict between distant water fishing nations that have historically invested in their own significant fishing capacity and Pacific Island Countries (PICs) that are now ready to build up their own domestic fishing industries and achieve self-determination.
 - Changing market and consumer preferences that favour sustainably caught and certified product.
10. The conservation and management measures that have been implemented both by PICs in their own right and the WCPFC have also played an instrumental role in shaping the current management environment towards one where there are significantly increased economic and commercial benefits to be made by FFA members.

IV SUSTAINABILITY AND DEVELOPMENT ISSUES

11. Although the global supply of tuna products has declined in recent years, the production from the Western and Central Pacific Ocean (WCPO) (and therefore the fishing pressure) has continued to grow. While this growth has been most significant in the skipjack sector, it has also been evident from other stocks.
12. Continually increasing fishing pressure poses management issues, challenges and opportunities both for sustainability and for development. In general, uncontrolled fishing pressure is a threat to sustainability, but if managed carefully, competition for resources due to global overcapacity of fishing states can be a significant chance for coastal states to assume further control over the use of resources and leverage additional benefits, while at the same time controlling that pressure. One key role of the Strategy is to provide the oversight framework for FFA members to realise and benefit from the current situation, while maintaining stocks at appropriate levels.
13. Even with the opportunities that currently exist for FFA members and the capability that many have to realise them, FFA members continue to face extreme difficulties in “taking the next step” which often involves encouraging significant investment (domestic or foreign) into the fishery sector. FFA members have achieved success in this undertaking to various degrees and the Strategy should provide the policy framework within which that will increase.
14. Coupled with any growth in domestic fisheries (noting that growth in domestic fisheries is far broader than simply the acquisition of fishing vessels) is the need to restructure existing fleets and invest in infrastructure to ensure that all available opportunities are maintained and manage competition between existing and emerging fleets/industries.

VI REGIONALISM

15. The Strategy has a strong focus on regional solidarity as a vital requirement to achieving the goal of ensuring that conservation and management and development opportunities can be realised in a way that accounts for the differential impacts on the FFA membership.
16. FFA plays a central role in achieving the level of cooperation, coordination and focus that has led to the success of FFA members in the context of the WCPFC and through Parties to the Nauru Agreement (PNA) and other initiatives. The importance of that role will increase as fishing opportunities decrease, and competition for resources intensifies.
17. In the future, there is a need to ensure the role of the FFA Secretariat goes beyond policy advice and technical assistance to the delivery of on the ground results, particularly in terms of development and economic integration.

VII GOALS AND OBJECTIVES

18. The Strategy, which has been endorsed by Ministers, is compatible with the FFA Strategic Plan, Business Plan and Annual Work Plan but differs by being an action-oriented document which lays out a road map for implementation by members, with the support of the FFA Secretariat and Oceanic Fisheries Programme (OFP) of the SPC. Various other documents were considered and have influenced this Strategy. These include: the Pacific Plan, the WCPFC Convention, the Vava'u and Niue Declarations and various consultant reports commissioned by FFA on aspects of management and development.

Goal 1. The maintenance of healthy tuna fisheries

i) Increased integration of scientific advice in decision making

19. FFA members will use their influence to ensure that decisions relating to the management of highly migratory species (HMS), particularly those relating to effort and catch restrictions and reference points, will be based on the advice provided by the WCPFC Science Service Provider (currently the OFP) and the recommendations of the WCPFC Scientific Committee.

20. Sub-regionally, the OFP will provide scientific support for a range of management initiatives, including the Vessel Days Scheme (VDS) and proposed zone-based longline arrangements.

21. At a national level, the OFP will continue to provide support through the production of National Tuna Fishery Status Reports, which will provide a key decision making tool for national fisheries administrations.

ii) Improved fisheries management planning

22. In line with international best practice, fisheries management plans, incorporating Ecosystem Approach to Fisheries Management (EAFM) will be used by FFA members to identify key risks and inform sustainable fisheries management and in the development of national tuna fisheries management plans. As the world moves increasingly towards demanding that seafood products are sourced from sustainable fisheries, the EAFM approach, combined with traceability through specific measures such as a Catch Documentation Scheme (CDS) will position FFA members to exert growing influence over the global production of sustainable seafood.

iii) Enhanced in zone management arrangements

23. FFA members will implement a wide range of fisheries management measures based on national, sub-regional and regional agreements. The degree to which these are given effect in-zone will depend heavily on political will, national capacity, regional support and resources. Effective in-zone implementation will be essential if FFA members are to be successful in setting the standards and desired outcomes to be pursued at the Commission under the principle of compatibility.

iv) Increased stock-wide management

24. FFA members, through the Commission, will ensure that high seas conservation and management measures are compatible with those in zone. Overall, FFA members will continue to ensure that catch and effort limits agreed at the Commission for the full range of the stocks are compatible with sound fisheries management practice. These measures must be developed and implemented without prejudice to the sovereign rights of FFA members, and their development aspirations.

25. The PNA stated (February 2008) that the coastal state CCMs should adopt and implement measures for their EEZs and the Commission should focus on applying compatible measures in the high seas Ministerial Forum Fisheries Committee (FFC) Ministers have laid out a key principle with respect to compatibility issues (4th FFC Ministerial Meeting) stating that FFA Members (should) explore opportunities, consistent with Article 8 of the Convention on compatibility, to positively influence management outcomes within the WCPFC through the adoption of in-zone measures that set high standards for conservation and management measures throughout the Convention area, or with which such measures for the high seas must be compatible. This approach has already been implemented by FFA members through the successful negotiation of Conservation and Management Measure (CMM) 2008-01 based on implementing across the WCPO, the package of measures adopted by PNA in their 3rd Implementing Arrangement to the Nauru Agreement. It also forms the basis of various projects being undertaken by the FFC Sub-Committee on South Pacific Tuna and Billfish Fisheries (SC-SPTBF).
26. The high level of catches taken by some coastal states (and in particular Indonesia and Philippines, which are also archipelagic states) has the potential to undermine the management efforts of FFA members. It is essential that such coastal states exercise their sovereignty and sovereign rights in a responsible manner, such that the aspirations of FFA members are not undermined.

v) Reduced illegal, unregulated and unreported (IUU) fishing

Estimates of the value of IUU fish are uncertain, but have been conservatively estimated to be in the order of US\$100 million. FFA-led initiatives such as the Regional Register, Vessel Monitoring System (VMS) and observer programmes, combined with bilateral assistance (Pacific patrol boats etc) will be enhanced through the development and implementation of a Regional MCS Strategy. That strategy will seek to enhance national MCS programmes, while also acknowledging that a regional approach is essential to deal with the highly mobile nature of IUU fishing.

vi) Enhanced MCS, integrated with fisheries management planning and implementation

27. Closely related with the previous objective, FFA members see it as imperative that MCS tools, networks and measures be closely linked to fisheries management measures and their outcomes.
28. The Strategy provides an appropriate oversight for the continued development of regional and national MCS activities to ensure that this objective is achieved. Initiatives such as the Regional MCS Strategy will provide the mechanism for delivery against the objective.

v) Increased technical management capacity

29. FFA and OFP provide outstanding technical services to FFA members, some of which will not be duplicated at the national level, including stock assessment and the operation of the regional Vessel Monitoring System (VMS). Due to the increasing level of complexity of fisheries management and the introduction of new approaches including reference points and harvest strategies, there is a need to provide fisheries managers and related specialists with additional training. This training will provide the necessary skills to allow FFA members to exert a greater influence over the sustainable management of their tuna resources and provide Ministers and policy makers with the necessary technical advice.

30. In addition to skill levels, personnel levels within national fisheries administrations need to be commensurate with the increasing level and complexity of fisheries management tasks facing the region.
31. There is therefore a strong need for enhanced and ongoing capacity building to increase the technical skills within each national administration to meet the challenges of the Commission and realise the opportunities articulated in this Strategy.

Goal 2. Economic growth from tuna fisheries

i) Increased domestication of tuna industries

32. Domestication of the tuna industry in varying forms is a priority for FFA members. As current access arrangements are phased out, opportunities, including locally based fishing and processing operations, will increase. National domestication strategies will be based on economic viability, and, given the variability in transport, land and other infrastructure between countries, will be tailored to national circumstances.
33. Domestication will increase the overall contribution of the tuna fishery to Gross Domestic Product from fishing agreements, service and supply to domestic and foreign fishing vessels, and other related economic activity.
34. Consistent, clear and catalytic national policies and associated macroeconomic environments will be developed to offer investors in domestic industry development a stable base on which to build fishing and processing operations. For this to occur, the definition of 'locally based' vessels needs to be effectively defined at regional and national levels to ensure that genuine, long term investors, that generate real benefits for FFA member economies, are rewarded with a level playing field and appropriate investment incentives.

ii) Building fisheries businesses

35. There is a record of general failure of investments in the region by governments in fishing and processing ventures, and a recognition that successful domestic development depends on national and foreign private investment. The strength of domestic private sectors varies widely within the region, and FFA Members will act nationally and collectively to support the development of fisheries businesses, in particular through supporting and enhancing national private sector participation in fisheries businesses.

iii) Improved fisheries access arrangements

36. Current forms of national access agreements will be reviewed and phased out in favour of more competitive arrangements for access, including direct licensing which may include differential fees and incentives and other similar arrangements to encourage domestication that will increase the benefits accruing in to FFA member economies. Modes of access will vary with national circumstances and the ability to leverage onshore development through appropriately 'tied' terms of access (landing of product in the licensing nation, minimum levels of domestic investment, employment etc).
37. In phasing out existing bilateral access agreements, consideration will be given to those states that are highly reliant on access fees, and have limited opportunities for 'hard line' negotiating approaches to force domestic development.

38. Emerging domestic fleets will be competing with well established distant water fishing nation (DWFN) operations. As such domestic operators will benefit from access arrangements and catch levels that are commensurate with maintaining stocks at levels that are capable of providing economic catch rates.
39. Achievement of this goal is tied to the continued development and enhancement of cooperation between FFA member and DWFNs. Successfully moving towards agreements that provide greater benefit and increased potential for domestic development will require DWFNs to implement the commitments in Resolution 2008-01 in good faith and FFA members recognise that this is most likely to occur in a spirit of collaboration rather than confrontation.

iv) Enhanced cooperative regional arrangements

40. The PNA initiative on regional cooperation provides the possibility for the Parties as a whole to build on the experience of some individual countries in terms of development based on tuna processing and value adding. The intention is to form a regional negotiating block to influence the management of a common tuna stock, which would in turn form a basis for regional-level development.
41. PNA has also committed to developing a VDS-style arrangement for management of the tropical longline fishery to replace the flag-based bigeye tuna limits in the current conservation and management measure. Similarly, the members of the SC-SPTBF will also examine several options for sub-regional development arrangements, including the feasibility of reciprocal access, and cooperation at the business level in supplying tuna markets.
42. While most VDS Parties will choose to fish a certain number of days in their own zone, the variability of fishing patterns will mean that in any given season or seasons, a market consisting of a surplus and deficiency of days between countries will most likely occur. While bilateral trading could service this market and is catered for under the current VDS, other schemes, such as the pooling of days or some form of annual auction or tender for days surplus to national requirements, will to be explored as a priority.
43. As to be expected, the overall operation and implementation of the VDS is ongoing, however, before the end of the first management period (December 2010) there is a strong need for key elements, such as trading facilities, to be clarified and finalised. Regardless of the option chosen from the range above, there is probably a role for a third party institution, such as FFA, the proposed PNA Secretariat or a commercial entity to facilitate trading, as parties have been unable to do this bilaterally so far.

v) Increased social benefits

44. While the tuna industry is global and the fisheries highly capital intensive, the tuna fisheries of the WCPO will be of increasing significance to FFA members in terms of food security and as a direct source of income to coastal communities. As fisheries are increasingly domesticated the positive and negative impacts on Pacific Islanders will be identified and managed. Investment and employment opportunities, under acceptable terms and conditions, will be maximised, while negative interactions typically associated with transient foreign vessels such as pollution of reefs, dumping of bycatch and prostitution will be minimised.

vi) Improved overall harvest strategies

45. Balancing sustainability with the objective of maximising national and FFA-wide economic benefits is a key challenge. The importance of ensuring the sustainability of each species is clearly acknowledged, as is the value of maintaining stocks at levels which permit high catch rates and are robust to environmental and other changes.
46. Harvest strategies and associated processes at national, sub-regional and FFA member-wide levels will mitigate against unstructured increases in fishing effort which, while providing short term benefits, are likely to be at the cost of long term economic prospects for the whole fishery.
47. While the recommended use of Maximum Sustainable Yield (MSY) as a limit reference point (LRP) for individual species as specified in UNIA¹ is acknowledged, FFA members consider that in the case of the WCPO, it is also important to ensure that the species mix is harvested optimally within pre-defined sustainable limits. This position is supported by the fact that no other Regional Fisheries Management Organisation uses MSY as a LRP, and that there is flexibility in the in the domestic policies of some WCPFC and FFA members. The WCPF Convention also qualifies use of MSY through its requirement to achieve stock levels that are '*...capable of producing maximum sustainable yield, as qualified by relevant environmental and economic factors, including the special requirements of developing States in the Convention Area, particularly small island developing States, and taking into account fishing patterns, the interdependence of stocks and any generally recommended international minimum standards, whether sub regional, regional or global...'*
48. This does not remove the need for precautionary LRPs for each species, but suggests that the LRP does not have to be based on MSY, which is a concept designed to maximise yield, rather than to prevent irreversible stock declines, ecosystem shifts of other significant impacts.
49. Increased emphasis will be placed on updating and developing options to balance the interactions between key fisheries (longline/purse seine) and the economic impacts on individual countries of various harvest strategies.

vii) Increasing control over fishing in the Pacific Islands region

50. Through bilateral arrangements and the Commission, FFA Members will move to secure increasing control over rights to fishing in the Pacific Islands region, including in the high seas. The simplest approach will be to tightly regulate or close fishing in the high seas to increase the share of fishing in national waters. Other options that will be considered include establishing total allowable catches (TACs) for national waters at levels that reduce high seas fishing and agreeing on transfers to FFA Members over time of rights to high seas fishing in the Pacific Islands region bilaterally and through the Commission,

¹ The United Nations Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks

viii) Increased use of rights-based approaches

51. The rights of FFA members have been strengthened through the WCPF Convention and the establishment of the Commission. These rights will be more clearly defined and their value increased as they are restricted, allocated and traded at a regional level. Conversely, the erosion of the value of the right could easily transpire, such as through unstructured increases in effort leading to economic overfishing, will be minimised.
52. Innovative ways of allocating, combining, using and trading rights between members will be identified and adopted where appropriate.
53. Where appropriate, rights-based approaches will be considered and adopted at a national level, whereby rights are allocated in a transparent manner and the obligations associated with the right are fulfilled. Through this mechanism, the security of tenure provided by the right could act as a catalyst for investment. These activities will be pursued in such a manner that will allow each member to exercise their rights in such a manner that maximises benefits.

ix) Increased market and trade opportunities

54. The growing trend in the global market for 'certified' product has been referenced in several contexts above. This creates both a need and an opportunity for FFA members to investigate innovative mechanisms to create market opportunities for their product that will combat IUU fishing and create a competitive edge for 'FFA product' in the market place. There is a significant diversity in eco-labelling and certification options and the operational characteristics of each fishery and each market will be considered in deciding which could provide the best array of benefits for domestic fisheries.
55. Ways to maintain and enhance access to existing markets (such as meeting the requirements of the European Union IUU regulation) and create new opportunities such as the United States and Chinese markets, will be explored. A key consideration in obtaining/maintaining access to such markets will be the ability to meet food safety standards relevant to those markets, which has been a challenge for PICs in the past.
56. The further opportunity exists in the WCPFC for FFA members to resume the lead in developing a CDS for the region.

x) Increased capacity to realise commercial opportunities

57. Achievement of many of the outcomes discussed above is reliant on greater consideration of industry issues and needs in the development of governance structures and policies.
58. FFA members will work with current and potential domestic industry investors in order to improve transparency, efficiency of service delivery and influence of industry in the development of management arrangements that are directly and indirectly related to fishing.
59. Capacity building within the private sector to provide opportunities for the local population to fill roles more senior than the traditional roles of deckhands and factory floor workers will be pursued.

VIII IMPLEMENTATION, MONITORING and EVALUATION

60. The successful implementation of the Strategy, as with the Pacific Plan, is primarily dependent on the support, political commitment and actions of Member countries, development partners and other stakeholders. Regional cooperation and programmes as a means to deliver national development objectives will require the establishment of appropriate mechanisms and processes for the use and integration of regional approaches into national fisheries planning at the country level.
61. At the regional level, coordination of, and support for, implementation of this Strategy is, in the first instance, the responsibility of the FFA Secretariat. Political oversight and guidance to the Secretariat will be provided by FFC, potentially through the Ministerial FFC.
62. This Strategy is intended to guide strategic management and development and is therefore focussed on outcomes according to broad goals and success indicators. The need remains to develop specific tasks that will be undertaken to pursue each of the goals. The majority of this work will be undertaken at the national level, supported by FFA and OFP where appropriate. Noting that much of this work has been commenced already, annual work programmes in national administrations and secretariats should be planned cognisant of the goals in this Strategy.
63. Measurement of progress and regular review of the performance of the region towards attaining its fisheries management and development goals will help ensure that the Strategy is not just another plan. This measurement will also provide a valuable means of assessing the performance of the Secretariat in supporting national and regional initiatives.
64. Numerical targets have not been included for the majority of outcomes in this Strategy due to a lack of data on most issues. Quantitative targets can be easily incorporated into this framework at a later date pending submission of data by members and the FFA Secretariat, and agreement of targets.
65. Attachment 1 provides a framework for monitoring and evaluation, and will be used for annual reporting processes. Noting the large number of reports that members countries are already required to submit to FFA, WCPFC, the Forum and other organisations, there is a strong need to streamline reporting under this Strategy to ensure that performance can be adequately assessed and refined with a minimum impost on members.
66. A bi-annual implementation report under the Strategy will be submitted by each PIC Member. Prior to the first reporting period in 2011, the Secretariat will provide a template to guide the preparation of these implementation reports. In the first instance, the Secretariat will endeavour to populate the template for each PIC Member using the information available to it, before passing to relevant contacts for review, completion and submission. This activity will require additional resources within the Secretariat and will be part of the Monitoring and Evaluation framework being implemented as a result of the recent review.

Goal 1. Sustainable oceanic fish stocks and ecosystems

Strategic Objective	Success Indicators for Monitoring Progress	Outcomes	Sources of Verification	Reporting	Assumptions and risks
<p>Increased integration of scientific advice in decision-making</p>	<p>Degree to which sub-regional/ Commission TAC/TAE decisions reflect scientific advice.</p> <p>Fishery performance against agreed reference points.</p> <p>Bycatch levels.</p>	<p>All recommendations from Scientific Committee on target stock harvest or effort levels reflected in proposals from, or supported by FFA members.</p> <p>Amendments to national and sub-regional arrangements consistent with WCPFC decisions based on Scientific Committee recommendations.</p>	<p>Stock assessment reports and Scientific Committee outcomes.</p> <p>PNA, sub-committee on tuna and billfish reports; Commission decisions.</p> <p>Specific management assessments.</p> <p>Reports on regional and national ecological risk assessments.</p>	<p>FFA Annual Report.</p>	<p>Data/science are available to inform and assess spatial management, especially at national level.</p> <p>Stock assessment advice not accepted or ignored in pursuit of national best interests.</p> <p>Sub-committee will require secretariat support to collate scientific recommendations and subsequent or related decisions.</p> <p>Scientific advice reflects Small Island Developing States (SIDS) special requirements.</p>
<p>Improved fisheries management planning</p>	<p>Implementation of National Fisheries Management Plans that set, and measure progress towards, economic, biological and social objectives.</p> <p>Management and development plans based on National Tuna Fisheries Status Reports.</p>	<p>17 National EAFM plans completed by 2011.</p> <p>Tuna Management Plans reviewed within 12 months of completion of EAFM process.</p> <p>National catch/effort managed within planned levels.</p>	<p>Performance reports within EAFMs.</p> <p>National Development Plans.</p> <p>Tuna Management Plans.</p>	<p>Triennial national review (such that each country would report against for itself to engender ownership and responsibility for outcomes).</p>	<p>Clear national policy direction will be provided.</p> <p>Each national plan will reflect individual state goals.</p>

Strategic Objective	Success Indicators for Monitoring Progress	Outcomes	Sources of Verification	Reporting	Assumptions and risks
Enhanced in-zone management arrangements	In-zone catch and effort targets developed through national and sub-regional processes.	In-zone catch and effort targets are not exceeded. Full implementation of in zone arrangements, including those agreed at the Commission.	Degree to which FFA members implement Commission decisions. National reports to FFC sub-Committees and WCPFC. VDS Administrator reports.	FFA Annual Report.	Sufficient political will, national capacity, regional support and resources to implement decisions.
Increased stock-wide management	Level of use of in-zone arrangements used to leverage compatible high seas arrangements e.g. PNA purse seine arrangements and zone-based longline arrangements. Adjustments to bigeye catch quota/ manipulation of FAD closure. Improved understanding (data quality) and management of Philippines and Indonesian fisheries.	High seas measures are effective and are compatible with FFA in zone arrangements. Regional bigeye catch reduced and stock rebuilds to target level (to be determined). Impact of Philippines and Indonesian fisheries on Commission region understood, and managed.	Degree to which Commission arrangements reflect in-zone management measures. Status of key stocks as described in SPC (OFP) data and stock assessments. SPC (OFP) annual fisheries assessments, including regional aspects. National reports to Commission. National reports and records of the Indonesia and Philippines Data Collection Programme to the Steering Committee.	FFA annual report.	“FFA share” of the resource is sufficient to ensure control in the Commission context. FFA members continue to cooperate effectively. Some FFA members do not comply with regional agreements and thereby undermine potential benefits. Lack of sanction if this occurs. FFA members unwilling to exercise constraint in-zone in the face of uncontrolled IUU fishing on the high seas or others’ EEZs (risk). Indonesia and Philippines willing and able to undertake management action to restrain catch and effort in their waters.

Strategic Objective	Success Indicators for Monitoring Progress	Outcomes	Sources of Verification	Reporting	Assumptions and risks
Reduced IUU fishing	<p>Coverage (at sea, in the air and in port) of national compliance programmes increased.</p> <p>Number and coverage of joint operations (Niue Treaty) increased.</p> <p>Coordination and cooperation between national agencies (fisheries, police, customs etc) enhanced.</p> <p>Development of verification/certification schemes to verify sustainability, including CDS.</p> <p>Exchange of MCS data (VMS, observers, port inspections) increased.</p>	<p>Current MCS assets used effectively through increased Niue Treaty arrangements.</p> <p>Regional MCS strategy funded, operational and demonstrably reducing IUU.</p> <p>Establishment of a centralised MCS data processing and analysis centre.</p> <p>100% of selected HMS from FFA member EEZ marketed under some form of catch verification/certification.</p>	<p>MCS working group reports.</p> <p>Fisheries prosecutions.</p> <p>FFA VMS data.</p> <p>Observer reports.</p> <p>Performance against National and regional MCS benchmarks.</p>	<p>Annual report by FFA.</p> <p>Triennial MCS review (repeat of MRAG study).</p>	<p>FFC are able to agree on a regional approach and funding is secured.</p> <p>Political will to share/exchange sensitive VMS and other data.</p>
Enhanced MCS		<p>National MCS coordination committees established and operational.</p>			<p>Member administrations are capable of setting up consultative processes to ensure that MCS is tailored to fisheries management outcomes.</p>
Increased technical management capacity	<p>Number of FFA members able to collect and analyse and submit catch, effort and economic data increased.</p> <p>Capacity in key areas (legal, fisheries management, fisheries science and fisheries economics) increased.</p> <p>National delivery of training, including observers improved.</p> <p>Trained fisheries managers within national administrations retained.</p> <p>Knowledge of cross cutting issues within government enhanced.</p>	<p>Reduced reliance on FFA/SPC and donors for the development of fisheries management arrangements.</p> <p>Increased national capacity to develop and implement national fisheries management frameworks, including management measures, stock assessment and compliance; and to contribute more effectively to regional and Commission fisheries debates.</p> <p>All relevant Government sectors (legal, economic, trade and development etc) are aware of cross cutting issues.</p>	<p>Country data reports.</p> <p>Human resource audits.</p> <p>Training course outcomes.</p>	<p>Annual country reports on training needs and skills (to be initiated).</p>	<p>Adequate succession planning and opportunities for young professionals.</p> <p>Wages and conditions are sufficient to retain capacity within country (leakage to regional agencies etc).</p>

Goal 2. Economic growth from tuna fisheries

Strategic Objectives	Success Indicators for Monitoring Progress	Outcomes	Sources of Verification	Reporting	Assumptions and risks
Increased domestication of tuna industries	<p>Number of significant domestic tuna-based operations increased.</p> <p>Levels of transshipment outside of FFA ports reduced.</p> <p>Level playing field or investment incentives.</p> <p>Level of infrastructure/transport support increased.</p>	<p>Where fishing opportunities exist, an increase of 5% per annum in the share of the catch/effort/vessels attributed to the domestic fleet.</p> <p>Clear national definition and objectives in relation to 'domestication' of fisheries.</p> <p>National macro-economic environment is supportive of domestic developments (tax regimes etc).</p>	<p>FFA Vessel register, VDS administrator reports, annual reports to the WCPFC Scientific Committee (SC), Technical and Compliance Committee (TCC) and SC-SPTBF.</p> <p>SPC (OFP) reports.</p> <p>FFA Economic Outlook reports.</p> <p>World Bank/ADB reports and studies.</p>	<p>Annual report by FFA based on national reports t other fora and data available elsewhere.</p> <p>Preparation and biennial review of national statements of intent.</p>	<p>Data is available to allow reporting by the secretariat.</p> <p>Fishery and country characteristics can support establishment or expansion of a domestic fishery.</p>
Building fisheries businesses	<p>Industry-government consultations and partnerships effective.</p> <p>Increase in number of amendments made to government policy to encourage investment in fishery related businesses.</p> <p>Number of new or expanded fisheries related businesses and associated benefits to domestic economies increased.</p>	<p>Proactive consultation between government and stakeholders at national and regional levels to promote conducive government policy and procedures to support fishery related businesses.</p> <p>Local fishing businesses and support industries are profitable and enduring.</p> <p>Coordinated processes and structures within and between government departments to ensure cost effectiveness, efficiency of services and approvals to fishing related businesses and ensure a minimum of red tape.</p>	<p>Industry feedback.</p>	<p>Annual report from PITIA, including trends in service delivery timeframes.</p>	<p>National characteristics (location etc) will support increased on shore development of fishery related businesses.</p>

Strategic Objectives	Success Indicators for Monitoring Progress	Outcomes	Sources of Verification	Reporting	Assumptions and risks
Improved fisheries access arrangements	Financial return improved. Level of direct licensing increased. Domestication activity (investment, job creation) increased. Proportion of allocated catch/effort units allocated to Local companies/entities increased. CPUE for domestic fleets against target levels maintained or increased. Level of transparency improved.	Current fee for access agreements phased out. “Standard rates of return” in tuna licensing arrangements doubled by 2013.	National accounts. Licensing trends (such as foreign verses domestic or local verses distant water fishing nations), Trends in overall licensing/access revenue and associated aid payments. Fisheries agreements (where available).	Annual report from each Member.	FFA Members are prepared to share information on fisheries (access) agreements.

Strategic Objectives	Success Indicators for Monitoring Progress	Outcomes	Sources of Verification	Reporting	Assumptions and risks
<p>Enhanced cooperative regional arrangements</p>	<p>Transferability of VDS days improved.</p> <p>Effectiveness of pooling, trading and pricing arrangements for VDS increased.</p> <p>Increased understanding, at high levels, of the benefits and costs of cooperation.</p> <p>Levels of 'disproportionate burden' calculated and compensatory arrangements developed.</p> <p>Current reciprocal access arrangements (including a better fit with other arrangements such as VDS and future longline arrangements) maintained and expanded.</p> <p>Sub-regional arrangements for management of longline fishery(s) introduced.</p> <p>Regional agreement on a strategy to promote and secure onshore processing completed.</p>	<p>Effort/catch is transferred under the VDS and future longline arrangements in a way that maximises benefits across the FFA group.</p> <p>Proposed regional or sub-regional management measures that have a disproportionate burden on some Members are associated with compensatory mechanisms.</p> <p>Identification and mitigation of issues preventing effective trading under the VDS scheme.</p> <p>Comprehensive, logical and coherent VDS trading procedure that maximises returns.</p> <p>Future cooperative regional arrangements adopt the lessons learned from VDS development and implementation.</p> <p>All FFA members are fully informed of the objectives, performance and outcomes of sub-regional cooperative arrangements.</p>	<p>As above.</p> <p>Trends in day value.</p> <p>Bioeconomic modelling.</p> <p>National economy statistics and catch reports.</p> <p>Catch data.</p> <p>VDS administrator reports.</p> <p>Sale of days versus number of days fished.</p> <p>Day trading between parties.</p> <p>Agreed price structure for days to facilitate trading.</p>	<p>Annual report by FFA.</p>	<p>Sufficient understanding of both stock dynamics and effort distribution to quantify "winners" and "losers" from various potential decisions. Parties able to reach agreement on what "disproportionate" means.</p> <p>Consideration of the need for compensatory mechanisms cannot be undertaken on single issues in isolation of other developments. That is, net losses or gains from regional and sub-regional activities must be accounted for.</p>

Strategic Objectives	Success Indicators for Monitoring Progress	Outcomes	Sources of Verification	Reporting	Assumptions and risks
Increased social benefits	<p>Direct and indirect employment in tuna related industries increased.</p> <p>Opportunities for employment beyond vessel crewing and processing factory labour diversified.</p> <p>Awareness and mitigation of adverse social impacts increased.</p> <p>Number of economically viable indigenous tuna fishery operations increased.</p> <p>Increased contribution of tuna fisheries to food security.</p>	<p>National management and development plans reflect social goals/benefits.</p> <p>Social/community objectives, including local employment are considered and allowed for.</p> <p>Living conditions of communities are enhanced, without undermining traditional/cultural values.</p> <p>Small scale tuna export industries are established and supported.</p>	<p>Contribution of tuna sector to Gross Domestic Product, by country and regionally.</p> <p>National, SPC and FFA reports on employment, revenue, effort trends.</p> <p>Employment data from locally based/owned fishing and processing facilities.</p>	Annual report from each Member.	<p>Countries are able to articulate specific social objectives and report against them.</p> <p>Adequate capacity building to enable progression to higher level tasks.</p>
Improved overall harvest strategies	<p>Economic returns for the fishery as a whole are increased.</p> <p>Biological/economic outcomes arising from harvest strategies (longline verses. purse seine) optimised.</p> <p>Limit and Target reference points developed and implemented.</p>	<p>Fishery-wide (multi-species) reference points are developed and applied.</p> <p>The mix between longline and purse seine fisheries is such that the economic benefit to the region as a whole is maximised, while ensuring differential impacts on species are addressed.</p> <p>Increasing economic returns to each Member comprised of employment, support industries processing and export revenue.</p>	<p>FFA, (economic/development) SPC (biological) and national analyses of FFC and WCPFC decisions.</p> <p>National GVP (Gross Value of Production²) figures.</p> <p>SPC/FFA catch/price statistics</p> <p>Economic analysis of fishery performance at national, sub regional and regional levels.</p>	<p>Annual report by PITIA with assistance from Members and FFA.</p> <p>FFA report on reference point decisions and application.</p>	<p>Financial and social information is available to allow informed assessment.</p> <p>WCPFC/FFC in a position to avoid political interference in decision making.</p> <p>Concept of multi-species harvest strategies not accepted.</p>

² GVP is the value of the fish caught in a fishery or by a vessel measured in the price paid at the point of landing.

Strategic Objectives	Success Indicators for Monitoring Progress	Outcomes	Sources of Verification	Reporting	Assumptions and risks
Increased control over fishing in the Pacific Islands region	<p>Control of allowable catch/effort by FFA Members increased.</p> <p>Ability of domestic fleets to benefit from FFA Member control improved.</p>	<p>All fishing in the Pacific Islands region, including in national waters and adjacent high seas is controlled by FFA Members.</p> <p>Continual expansion in the proportion of catch/effort attributable to domestic vessels.</p>	<p>Commission decisions on TAC/TAE overall that will drive regional allocation.</p> <p>Varies according to national definition of “domestic” – could include licensing trends of flagged verses non-flagged vessels, increased product landing, shore and vessel based employment etc.</p>	<p>Proportion of allowable catch and effort in FFA EEZs compared to high seas and other EEZs.</p> <p>FFA economic indicators and outlook papers.</p> <p>Periodic (≈3 year) domestic industry reviews.</p>	<p>Inability of Commission to make overriding TAC/TAE decisions that will drive long term allocation.</p> <p>Members have political will, capacity and investor interest to allocate “national holding” in a way that will benefit domestic industry.</p>
Increased use of rights-based approaches	<p>Rights defined and allocated and traded at sub-regional (e.g. PNA) level.</p> <p>New sub-regional cooperative arrangements introduced on a needs basis.</p> <p>Competition for the use of rights amongst foreign interests increased.</p> <p>National rights based systems considered and implemented.</p>	<p>Rights, including vessel days, are restricted and acquire increased value.</p> <p>Investment environment allows domestic vessels to acquire and use increasing proportion of catch/effort/access.</p> <p>Industry driven process to investigate issues and design a process for the greater implementation of property rights schemes to provide certainty and incentives for domestic development.</p>	<p>Amendments to the VDS scheme.</p> <p>Adjustments to Party Allowable Efforts due to trading.</p> <p>Trends in Total Allowable Effort compared to stock status and day value.</p> <p>Licensing trends (such as foreign verses domestic or local verses distant water fishing nations).</p> <p>Fisheries Agreements.</p> <p>VDS Administrator Reports.</p> <p>National/industry reports.</p>	<p>Annual report prepared by FFA.</p> <p>National annual report.</p>	<p>PNA members are able to agree and efficiently coordinate trading schemes.</p>

Strategic Objectives	Success Indicators for Monitoring Progress	Outcomes	Sources of Verification	Reporting	Assumptions and risks
Increased market and trade opportunities	<p>EU market access/quantity of product exported increased.</p> <p>Level of market access (created, retained and improved).</p> <p>New markets, based on branding and ecolabelling encompassing traceability and CDS systems, established.</p>	<p>All FFA members seeking EU market access are successful.</p> <p>New markets such as the US and China created.</p> <p>WTO rules reflect PICs interests – special and differential treatment.</p> <p>Sustainability and food safety certification achieved to maintain and enhance access to relevant markets.</p>	<p>Data obtained from product tracking/certification.</p>	<p>Annual report by FFA.</p>	<p>EU access is worth the extra resources required for compliance.</p> <p>Global markets will live up to promises that only certified product will be accepted.</p>
Increased capacity to realise commercial opportunities	<p>Understanding/appreciation of commercial issues and support from government sector for commercial development increased.</p> <p>Administrative burdens/barriers decreased.</p> <p>Effective consultative mechanisms established.</p> <p>National/industry fisheries associations strengthened.</p>	<p>Clear and effective governance systems for issues such as licence allocation, regulation of fishing related businesses.</p> <p>Private sector capacity in higher order positions, ranging from senior vessel posts to policy-based positions in larger related businesses, is increased.</p> <p>National fishery performance better assessed through enhanced economic indicators and processes.</p> <p>Industry influence over regional management arrangements increased through participation on national delegations.</p>	<p>Surveys of commercial industry.</p> <p>Trends in fisheries management costs.</p> <p>Commission and other meeting attendance lists.</p>	<p>Annual report by PITIA.</p>	