



4th FFA

Celebrating 40 years of Cooperation

PACIFIC ISLANDS
FORUM FISHERIES AGENCY
STRATEGIC PLAN
2020-2025



FOREWORD

The Pacific Islands Forum Fisheries Agency proudly celebrates its 40th anniversary in 2019, having been established by Forum Leaders in 1979 to strengthen the national capacity and regional solidarity of Forum member countries in the sustainable management and development of their offshore fisheries resources. Our Leaders' visionary decision to establish FFA was in anticipation of the establishment of EEZs under the 1982 UN Convention on the Law of the Sea (UNCLOS).

There is much to celebrate this year in relation to the achievements of the FFA over the past four decades. There is also substantial work ahead. Ensuring the Pacific's tuna resources are sustainably managed for future generations is increasingly challenging – particularly given the projected impacts of climate change on abundance and movement of highly migratory tuna stocks, and the increased pressure on our fisheries resources for food security, both in the Pacific and internationally.

FFA operates in a dynamic and fast changing environment. While FFA members can be proud that each of the four main target tuna stocks in the region are currently considered to be at sustainable levels, there is no room for complacency. It is imperative that the Secretariat and its members keep evolving and adapting if we are to stay at the forefront of regional fisheries management into the future, addressing the challenges ahead and securing the benefits of this tremendous resource for the benefit of generations to come.

There is now more at stake in relation to management and development of our tuna resources than ever before. As management measures become more complex, the demands for high quality fisheries management advice and support has increased. The success of the PNA's purse seine Vessel Day Scheme has resulted in significant increases in economic returns to VDS participants creating greater need for commercial and economic advice and support. Meanwhile, securing benefits from longline fisheries stands out as a key challenge for the coming years, requiring hard decisions at national and sub-regional level and a united push by FFA members to strengthen management measures and improve global standards for fishing on the high seas.

Equally important to ensuring a biologically and economically sustainable offshore fishery is a socially sustainable fishery which upholds our values. FFA members have established leading world-wide standards for safe employment of observers and crew on fishing vessels – standards to ensure they are treated with fairness and dignity. It will be critical to ensure full implementation of these standards. As always, our Pacific culture and perspective shape the way we operate, lead and work together in fulfilling the task set by our Forum Leaders in establishing FFA.



The new FFA Strategic Plan 2020-2025 provides a solid platform for FFA to tackle the challenges ahead and to take advantage of the opportunities. The new Plan differentiates the important roles played by FFA members, the Forum Fisheries Committee as the governing body of FFA, and the FFA Secretariat. Importantly, the new Plan has a strong focus on empowerment of our people and the strengthening of our fisheries institutions, be it at national or regional level, to manage our shared fisheries for the collective benefit of the region into the future.

Lastly, the new Plan recognises the ongoing importance of collective action while also embracing sub-regional initiatives and groupings based around shared fisheries interests. It recognises and embraces the central importance of collaboration for achieving our Vision, Mission and Objectives – collaboration not just between FFA members and with the FFA Secretariat but also with key partner organisations such as PNAO and our fellow CROP organisations SPC, PIFS and SPREP, and with donors who make so much of the FFA's work possible. In an increasingly crowded space, FFA plays a central role in driving the collaboration, coordination and coherence necessary for achieving effective outcomes in line with Members' priorities and objectives.

I firmly believe this Plan, has captured our intent, our drive and our commitment – the future is bright!

Honourable Secretary Marion Henry

Secretary of Resources and Development
Federated States of Micronesia

REGIONAL POLICY



VISION AND MISSION

OUTCOME 1:

Offshore fisheries are ecologically sustainable

OUTCOME 2:

FFA Members' offshore fisheries rights are well defined

OUTCOME 3:

FFA Members' offshore fisheries rights are secured and protected

OUTCOME 4:

Economic and social benefits are optimised for FFA member countries and our people, within the context of ecologically sustainable fisheries

OUTCOME 5:

Our people are empowered through strong and effective national, sub-regional and regional fisheries organisations

OUTCOME 6:

FFA Secretariat is a professional organisation providing high quality advice and other services to FFA Members

FFA STRATEGIC PLAN 2020 - 2025

CHALLENGES AND OPPORTUNITIES

STRATEGIES



IMPLEMENTATION PLAN

This Strategic Plan provides a blueprint for collective action by the Members of the Forum Fisheries Agency (FFA) for the sustainable management and development of their offshore fisheries resources. The Strategic Plan also covers the work of the Forum Fisheries Committee (FFC, the FFA governing council) and the Honiara based FFA Secretariat.

VISION

Our people enjoying the greatest possible social and economic benefits from the sustainable use of offshore fisheries resources.

MISSION

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



110th Forum Fisheries Committee Officials Meeting, Pohnpei, FSM, May 2019.

OUTCOMES

Starting in the year 2020, in support of the Vision and Mission and in accordance with guidance provided by Forum Leaders, the FFA will work towards achievement of the following outcomes at both national and regional levels:

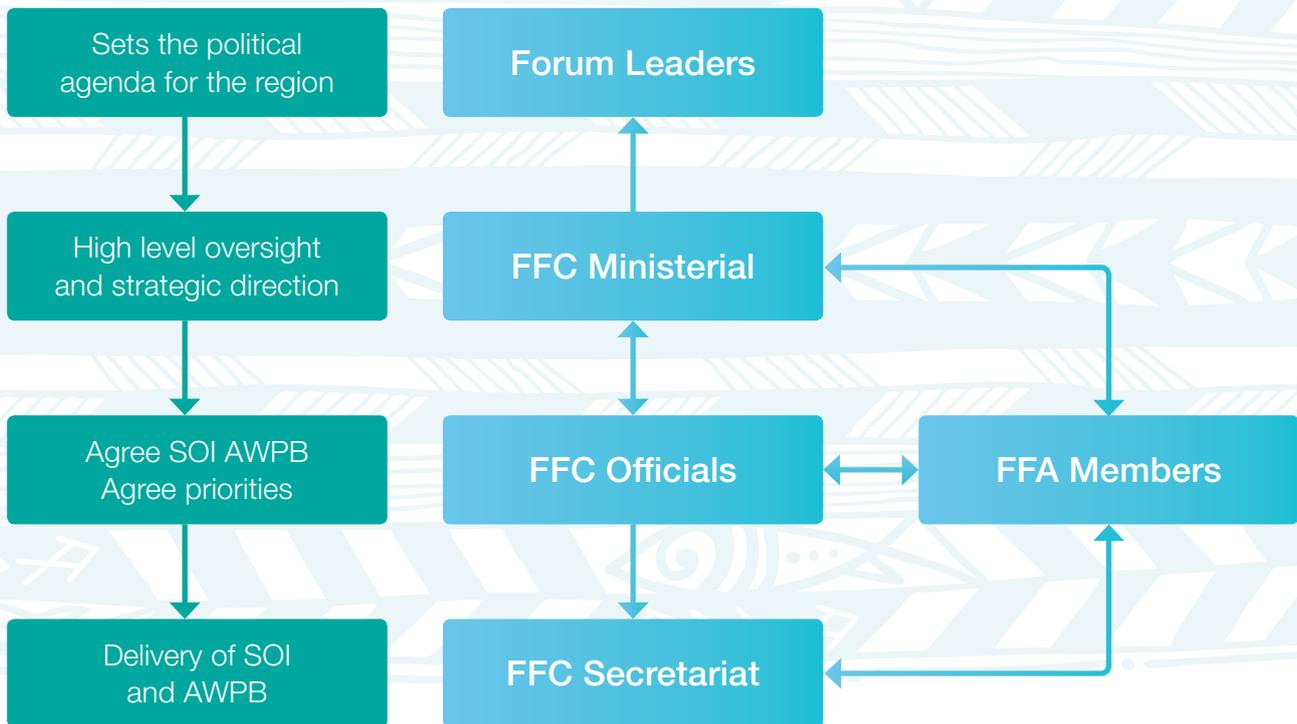
- OUTCOME 1:** Offshore fisheries are ecologically sustainable
- OUTCOME 2:** FFA Members' offshore fisheries rights are well defined
- OUTCOME 3:** FFA Members' offshore fisheries rights are secured and protected
- OUTCOME 4:** Economic and social benefits are optimised for FFA member countries and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

FFA GOVERNANCE

FFA is governed by the following four entities:

- 1. Pacific Island Forum Leaders** provide overall regional leadership, oversight and direction to support regional fisheries issues, including through the Regional Roadmap for Sustainable Pacific Fisheries.
- 2. The Forum Fisheries Committee (FFC)**, which meets at two levels:
 - i. **FFC Ministers** set the strategic direction and policies for offshore fisheries in the Pacific and provide governance oversight to the FFA Secretariat. Ministers report to Leaders and are accountable for the delivery of the FFA Strategic Plan.
 - ii. **FFC Officials** have two primary roles:
 - to form collective positions and develop cooperative management strategies for endorsement of Ministers, and
 - to exercise their ownership responsibilities through operational oversight and support of the FFA Secretariat, including through approving the Statement of Intent and Annual Workplan and Budget. FFC Officials report to Ministers on progress on the implementation of the Strategic Plan. The Audit Committee, a sub-committee of FFC Officials, provides advice to the FFC on corporate and financial governance.
- 3. FFA Members** implement agreed collective actions in their national management arrangements and receive advisory and other services from the FFA Secretariat. Recognising their national and sub-regional interests and responsibilities, FFA Members also have a commitment to act cooperatively through FFA not only to pursue mutually beneficial outcomes through regional solidarity, but also to maintain consensus and implement regional decisions.
- 4. The FFA Secretariat** delivers services to FFA Members to achieve the Vision and Mission of the FFA, as defined in this Strategic Plan, the Statement of Intent (SOI), the Annual Workplan and Budget (AWPB) and Country Service Level Agreements. The Executive of the Secretariat is accountable to FFC for the delivery of the SOI and AWPB.

THE FFA GOVERNANCE STRUCTURE



PRINCIPLES

The following principles guide the way in which FFC, FFA Members and the FFA Secretariat implement the Strategic Plan.

1. **Regional cooperation and solidarity** – FFA embraces collective sub-regional and regional action and recognises this as the most effective mechanism for securing the long-term sustainable use of the region’s common pool fisheries resources.
2. **Ethical behaviour** – FFA will operate with honesty, respect, integrity and professionalism in an open and transparent environment that takes account of national interests of FFA Members.
3. **Social equity** – FFA is committed to equity including the promotion of gender equality, intergenerational equity and social inclusion, fair working conditions at sea and onshore, and equitable access to, and benefits from offshore fisheries resources.
4. **Member driven** – The work and priorities of FFA are driven by Members needs and interests, as articulated in this Strategic Plan. FFA welcomes the support of donors and other strategic partners where it aligns with the overall objectives of members.
5. **Empowering and valuing people** – Empowering our people with the skills and capability to achieve improved fisheries outcomes. Valuing people in the fisheries administrations of FFA Members and the FFA Secretariat and recognising the benefit of diversity and continued skills development.

CHALLENGES AND OPPORTUNITIES

FFA is operating in a dynamic environment and as it moves into the period of this strategic plan there will be new challenges and opportunities requiring different approaches and skills. There is increased interest in wider oceanic issues, including the Blue Pacific narrative, maritime domain awareness, climate change, the Sustainable Development Goals, and Agenda 2030.

While the use of Zone Based Management¹ to gain control over the purse seine fishery has been very successful, much can still be done to capitalise on the value of those rights and increase the economic and social benefits flowing to the people of the Pacific. The longline fishery has much further to go to realise increased benefits to FFA Members and given the different circumstances, provides a greater challenge than the purse seine fishery.

The role of sub-regionalism and sub-regional groups continues to grow in significance, and the role of FFA as a regional consensus point will evolve. FFA must ensure flexibility is maintained to ensure its work is strongly supported by the membership including at the highest political levels.

There are a range of cross-cutting challenges and opportunities that are also relevant to the work of FFA over the coming five years, including social impacts, human rights, gender, capacity development and working with fishing partners.



(From L-R) Mike Lee, FFA DDG Matt Hooper, DG Dr Manu Tupou-Roosen, Australian High Commissioner H. E. Mr Roderick Brazier and Ferral Lasi at Henderson Airport, Honiara during the welcoming ceremony for one of the FFA aircraft that is part of the Regional Aerial Surveillance Programme.

¹ Zone based management is a multi-jurisdictional form of rights based fisheries management for shared stocks that establishes total limits on catch and/or effort across participating EEZs, and then allocates shares of the total limits to each coastal state EEZ. Zone based management gives greater recognition to the rights given to coastal states under UNCLOS to conserve and manage resources in their EEZs.

This Strategic Plan positions FFA to respond to the key challenges and opportunities outlined below.

Define, maintain and exercise fisheries rights

As competition for fisheries resources increases, there is an increased urgency to further refine and exercise offshore fisheries use and management rights, both within EEZs and on the high seas. There are a series of risks to existing rights. These include the risks arising from actions that seek to undermine the rules based international order and attempts at the WCPFC to undermine existing zone based rights.

Building consensus, maintaining solidarity and embracing sub-regionalism

A considerable suite of benefits has accrued to FFA members as a direct result of regional cooperation and consensus. These include beneficial outcomes from WCPFC negotiations, gains from the US Treaty and the reduction of IUU fishing. Reaching consensus will become increasingly difficult as fisheries become more complex and the differing commercial implications of decisions increase. However, maintaining solidarity and upholding the terms of agreements will continue to be essential for FFA to achieve its vision.

Sub-groups of FFA members with similar interests in a fishery, jointly developing and implementing management arrangements, is an effective way to achieve improved management of shared resources and sustainable development outcomes.

It is recognised that not all FFA members have the same fishery resources, national priorities or needs. Sub-regional arrangements will grow in importance as countries work together to better define and manage their zone-based fisheries rights, including through the continued application of the purse seine Vessel Day Scheme, and strengthening the implementation of the longline Vessel Day Scheme and the Tokelau Arrangement.

Illegal, Unreported and Unregulated (IUU) fishing

The nature of IUU has changed, becoming more sophisticated and harder to detect as the risk from unlicensed vessels decreases and the focus moves to non-compliance, including mis-reporting, among licenced vessels. The current well-established suite of MCS measures will need to be enhanced to address these new challenges, and to take advantage of available data and emerging technologies, including the development of Catch Documentation Schemes, electronic reporting and electronic monitoring.

Increasing attention is also being paid to maritime domain awareness and the links between fisheries surveillance and broader law enforcement.

The FFA controlled aerial surveillance capability provided under the Pacific Maritime Security Program is new ground for FFA and to realise its full potential will require considerable coordination, management, and national level support from Members.

Information technology and management

The increased flow and accessibility of information, and rapidly evolving technology, present a range of opportunities to improve the work of FFA. Advances in IT will support improvements in fisheries monitoring, compliance and management at national, sub-regional and regional level. Increased IT capability also has the potential to broaden engagement and reduce the workload and travel costs imposed by physical attendance at meetings. More available and accessible information will contribute to building capacity in the region. At the same time, advances in IT will challenge the absorptive capacity of fisheries agencies and increase the need for effective data security.

Evolving capacity and the way we work

Fisheries management is becoming even more complex, with the implementation of harvest strategies, allocation of fishing opportunities, and cross-fisheries issues all on the national and regional agendas

Fisheries staff in Member countries and the Secretariat will need a new and evolving set of skills to implement multifaceted fisheries management arrangements that are increasingly focussed on maximising value from tuna resources. The capacity within core functions of fisheries institutions, including the FFA Secretariat, will also need to develop and modernise to ensure that the systems and resources are available to support FFA Members and the FFA Secretariat team in pursuit of improved fisheries outcomes. FFA Members and the FFA Secretariat will need to develop the necessary capacity to enable ongoing effective engagement within WCPFC to ensure fisheries management outcomes best serve their interests.

The capacity of individual Members to participate and effectively cooperate at the sub-regional and regional level, will be important to build a stronger FFA overall. Consequently, there is a need for services to support and strengthen Members and sub-sets of members, where those services relate to the objectives of FFA.

Broader oceans management

Broader ocean governance processes (integrated oceans management, the United Nations process on Biodiversity Beyond National Jurisdictions, the Sustainable Development Goals and other similar initiatives) have the capacity to support or undermine FFA interests. FFA will increasingly need to analyse and monitor these processes, to identify where they may undermine the sustainable development aspirations of Pacific Island countries.

Working with other coastal States and developing countries, including 'South-South' cooperation, has been shown to be effective in influencing wider international and RFMO outcomes by promoting the work of FFA to achieve benefits for FFA Members and others.

Monitoring and engagement in the many relevant forums imposes on the resources and capacity of fisheries agencies. Better management and coordination among institutions at national and regional levels will be necessary to ensure suitable representation and advocacy for fisheries interests.

Increased impacts from marine pollution and other threats to the marine ecosystem also have the capacity to undermine fisheries benefits.

Climate change

Climate change is the single greatest threat to the livelihood, security and wellbeing of the peoples of the Pacific². In the fisheries context, climate change will affect the location and abundance of Pacific tuna stocks, and sea level rise will have impacts on boundary delimitation, which increases the urgency of securing members' maritime boundaries and fisheries rights. Management regimes at regional, sub-regional and national levels will need to be sufficiently flexible and adaptable to these expected future changes. The food security and economic opportunities from fisheries may also play a role in disaster management.

Governance and decision making

The many national, sub-regional, and regional decision making processes create governance challenges and requires processes and structures to ensure coherence and complementarity in decision making. Robust governance (decision making) processes and structures will result in greater commitment to consensus agreements.

The use of science and information from a wide variety of sources and sectors will be necessary for FFA members to take informed and coherent decisions.

Fisheries development and managing competing interests

As members' rights to offshore fisheries become better defined and secure, commercial development opportunities increase. Demand for tuna is also likely to increase, generating opportunities for value-addition and innovation in the development of new products, as well as marketing, branding, and investment in different parts of the value chain.

Leveraging of rights for onshore and offshore developments, including processing and port infrastructure and development of domestic fleets, is increasingly creating commercial opportunities for FFA members. However, they also present risks and potential negative impacts upon food security, coastal fisheries, conservation initiatives, human rights and other social objectives.

There is the risk that some national level requests for industry development services will compete with or undermine other similar initiatives being pursued by other FFA members either nationally or sub-regionally.

² Under the 2018 Boe Declaration on Regional security, the Leaders noted that climate change remains the single greatest threat to the livelihoods, security and wellbeing of the peoples of the Pacific and their commitment to progress the implementation of the Paris Agreement.

STRATEGIES

The following table provides the Strategies that will be undertaken by FFA in pursuit of the Strategic Plan Outcomes.

OUTCOME	1. Offshore fisheries are ecologically sustainable
STRATEGIES	<ul style="list-style-type: none"> 1.1 Drive positive action at WCPFC, that is consistent with FFA members' interests, including the adoption of WCPFC harvest strategies that maintain stocks above their limit reference points 1.2 Ensure that the management arrangements in FFA EEZs deliver ecologically sustainable offshore fisheries, that also minimise the broader environmental impacts of fishing 1.3 Improve the management of high seas fisheries to ensure in zone management is not undermined 1.4 Continue to support strong, defensible science and information to inform precautionary and adaptive management 1.5 Understand and manage for the impacts of climate change on offshore fisheries
OUTCOME	2. FFA members offshore fisheries rights are well defined
STRATEGIES	<ul style="list-style-type: none"> 2.1 Further refine FFA Members' offshore fisheries rights within EEZs, including through strengthening zone based management 2.2 Define FFA Members' fisheries rights on the high seas while ensuring zone based management is not undermined 2.3 Improved management of longline fisheries to enhance the social and economic benefits derived by FFA Members 2.4 Continue to improve the management of purse seine and other fisheries 2.5 Enable FFA Members to exercise their flag State rights
OUTCOME	3. FFA members offshore fisheries rights are secured and protected
STRATEGIES	<ul style="list-style-type: none"> 3.1 Ensure measures and laws that define fisheries rights and control fishing activity can be effectively monitored and enforced 3.2 Reduce IUU through the implementation of the Regional Monitoring, Control and Surveillance Strategy (RMCSS) at the national and regional level 3.3 Improve Monitoring, Control and Surveillance (MCS) on the high seas 3.4 Strengthen the capacity of relevant FFA Members to implement their responsibilities as flag, port and processing States 3.5 Actively participate in WCPFC compliance processes 3.6 Utilise international forums to enhance global recognition and adoption of zone based management, and protect FFA Members fisheries rights

OUTCOME 4. **Economic and social benefits are optimised, for FFA member countries and our people, within the context of ecologically sustainable fisheries.**

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

OUTCOME 5. **Our people are empowered through strong and effective national, sub-regional and regional fisheries organisations**

- STRATEGIES**
- 5.1 Enhance the capacity of national fisheries administrations to achieve their fisheries management and development aspirations
 - 5.2 Improve national capacity to meet the increasing responsibilities associated with the regional management of offshore fisheries
 - 5.3 Strengthen and support sub-regional fisheries management arrangements
 - 5.4 Strengthen regional cooperation to improve offshore fisheries management
 - 5.5 Facilitate stakeholders' engagement and participation in offshore fisheries management decisions

OUTCOME 6. **FFA Secretariat is a professional organisation providing high quality advice and other services to FFA Members**

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

IMPLEMENTATION

Implementation of the FFA Strategic Plan is the joint responsibility of FFA Members, FFC and the FFA Secretariat, and will be done through a suite of implementation mechanisms as outlined in Figure 1. These mechanisms will be informed by an implementation plan, which will describe the Actions necessary to achieve the Outcomes and Strategies described within this Strategic Plan, including the respective roles and responsibilities of FFA Members, the FFC and the FFA Secretariat.

The FFA Secretariat will implement its responsibilities under this Strategic Plan through a comprehensive business planning framework comprising of the following documents:

Statement of Intent (SOI). The SOI is a rolling three year planning instrument for the FFA Secretariat that is prepared by the Executive Management Team and presented to FFC for approval each year. It provides further detail on the implementation of the Strategic Plan, including associated financial implications.

Annual Work Program and Budget (AWPB). The AWPB provides a detailed annual plan of the FFA Secretariat's contribution to achievement of the Strategic Plan, including the Actions for which it is responsible under the implementation plan. The AWPB provides the scope and cost of activities to be carried out by the FFA Secretariat on an annual basis that is approved by the FFC Officials. The AWPB is aligned with the SOI and matched to anticipated revenue for each financial year and is revised mid-way through each financial year to reflect changes in circumstance and revenue. While the AWPB includes forward projections for two years, its focus is on the current financial year. The AWPB forms the basis of Divisional and individual work plans.

Country Service Level Agreements (CSLAs). CSLAs are two-way instruments that set out the priority activities of each FFA Member and the roles of the FFA Secretariat and the Member in implementing those activities. The CSLA framework will be reformed to make CSLAs a more strategic and useful planning tool.

	FFA Members	FFA Secretariat	FFC	Leaders
PLANNING DOCUMENTS	National Sustainable Development Plans			Framework for Pacific Regionalism
	National Tuna Management and Development Plans			Regional roadmap for Sustainable Fisheries
	FFA Strategic Plan 2020-2025			
	FFA Strategic Plan Implementation Plan			
IMPLEMENTATION MECHANISMS	Country Service Level Agreements		FFC Meetings	
		Statement of Intent		
		Annual Workplan and Budget		
REPORTING		FFA Annual Report		
		FFA Traffic-Light Report		

The planning, implementing and reporting framework for the FFA Strategic Plan

REPORTING

Annual reports on performance against the Strategic Plan will be provided to FFC Ministers, highlighting progress towards Outcomes, including recommendations for managing risks to achieving those Outcomes. There will also be a mid-term review and an end of Plan Performance report.

The activities of the FFA Secretariat are reported in the FFA Annual Report, and in the annual traffic-light report to FFC. FFC initiates independent reviews of the Secretariat from time to time.

STRATEGIC PARTNERS

FFA will promote coherence across stakeholder groups and partner organisations to avoid duplication and inefficiency and ensure that appropriate services are delivered in support of FFA Members' aspirations. There are key organisations that we work with to achieve the Vision and Mission of this Strategic Plan and these are:

- PNA and PNAO
- Other sub-regional organisations and arrangements of FFA Members
- Pacific Community (SPC)
- Pacific Islands Forum Secretariat
- Office of the Pacific Ocean Commissioner (Pacific Islands Forum Secretariat)
- Secretariat of the Pacific Regional Environment Program (SPREP)
- WCPFC
- PITIA and other international industry organisations
- Non-Governmental Organisations
- UN Agencies and other international organisations
- QUADs (the defence forces of Australia, New Zealand, France and the US)



L-R: Former FFA DG- James Movick (2012-2018), FFA DG - Dr Manu Tupou-Roosen, NORMA Executive Director - Eugene Pangelinan, and former FFA DG - Feleti Teo (2000-2006)

Details of the roles of each of these organisations in achieving the Vision of the Strategic Plan are provided in Attachment 1.

Development partners will continue to provide valuable assistance to enable FFA members to achieve the outcomes of this Plan. In respect of relationships with development partners, FFA will seek to ensure that:

- funding provided by development partners is aligned and coordinated to ensure policy coherence with the Strategic Plan;
- the burden of administration and reporting of funding is fully resourced and does not result in oversight that reduces efficiency and undermine FFA's authority to act;
- assistance from development partners does not divert attention from members' priorities towards donors' priorities;
- offers of funding from development partners will be assessed against guidelines; and
- the consideration of development partner funding offers and negotiation of projects will be made more transparent to FFA Members.



Boarding Party for Inspection. PNG (pic credit: Francisco Blaha)

ATTACHMENT 1

Key organisations and groups

ORGANISATION OR GROUP	ROLE IN ACHIEVING THE VISION OF THE STRATEGIC PLAN
Sub-regional organisations and arrangements (e.g. PNA/PNAO)	<ul style="list-style-type: none"> • Sub-regional groups represent the collective interests (or rights) of sub-sets of FFA members, particularly with respect to the management of a certain fishery or fisheries. The FFA Secretariat provides support to sub-regional groups in addition to the support it provides to individual members • FFA will collaborate closely with PNAO in support of PNA members, providing advice and information on request. • PNA will advise FFA of their cooperative approaches and consult with all FFA members on their WCPFC priorities and policy positions.
Pacific Community (SPC)	<ul style="list-style-type: none"> • Scientific advice to FFA members • Liaison with FFA Secretariat, particularly with respect to harvest strategies, bioeconomic modelling, WCPFC meetings preparations, and in country missions where scientific support is appropriate. • SPC coastal fisheries officers collaborate with FFA Secretariat staff on in-country assistance with management and MCS reforms that involve both inshore and offshore fisheries • Collaboration on maritime boundaries issues
Pacific Islands Forum Secretariat (PIFS)	<ul style="list-style-type: none"> • Preparation of papers to Leaders • Assistance where appropriate (trade, coordinating input to wider regional and international processes) • Coordinator of Council of Regional Organisations of the Pacific (CROP)
Office of the Pacific Ocean Commissioner (PIFS)	<ul style="list-style-type: none"> • Coordinator of cross-sectoral ocean issues for members and the CROP Marine Sector Working Group • Advocacy related to the role of the Pacific Ocean Commissioner • Secretariat for the Pacific Ocean Alliance
University of South Pacific (USP)	<ul style="list-style-type: none"> • Collaborate with FFA Secretariat to provide fisheries capacity building and training activities
Secretariat of the Pacific Regional Environment Program (SPREP)	<ul style="list-style-type: none"> • Assistance in bycatch mitigation of threatened and migratory species in Pacific island fisheries • Assist in quantification and management of marine pollution, including from fishing vessels • Assistance in ecosystem-based approaches to conservation planning and management

ORGANISATION OR GROUP	ROLE IN ACHIEVING THE VISION OF THE STRATEGIC PLAN
Western and Central Pacific Fisheries Commission (WCPFC)	<ul style="list-style-type: none"> • WCPFC is a forum for negotiation and agreement of binding management measures for the High Seas that are compatible with in-zone measures. • The WCPFC Secretariat is a recipient of VMS services from FFA through the Pacific VMS and administers agreed arrangements for MCS, particularly in the high seas.
PITIA and other international industry organisations	<ul style="list-style-type: none"> • PITIA provides a conduit between FFA and the Pacific domestic tuna industry, enabling them to participate in FFA Members meetings, represent domestic tuna industry perspectives and interests, and garner support for development activities and projects • The broader fishing industry operating in FFA Members waters operate in accordance with regional and national management requirements, and contribute to FFA Members development through the provision of licence revenue, employment opportunities and other economic benefits
Non-Government Organisations (NGOs)	<ul style="list-style-type: none"> • Some environmental NGOs working in the Pacific contribute to the work of FFA by supporting and advocating for FFA Member initiatives and proposals where they align with the objectives of the NGO
UN agencies (inc. FAO) and other relevant international organisations	<ul style="list-style-type: none"> • UN agencies contribute to the work of FFA by providing funding support and through the development of international guidelines and collaboration processes • A range of other international organisations, including Interpol, also contribute to the Mission of FFA
QUADs	<ul style="list-style-type: none"> • The “QUAD” countries (Australia, New Zealand, US, France) provide maritime surveillance assistance and assets to support regional MCS activities



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