



FFA

**ANNUAL REPORT
FY2017-18**



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Director General's Annual Report 2017/18



INTRODUCTION

I am pleased to provide the Annual Report for the Forum Fisheries Agency (FFA) for the Fiscal Year 2017/18.

Throughout the year the sustainable management of our valuable offshore tuna resources has continued to drive the work of the FFA Secretariat and our membership. The importance of this goal was illustrated by our Leader's agreement in 2017 to include fisheries as a Standing Item on the agenda of annual Pacific Islands Forum Leaders meetings. Together with our ongoing commitment to the *Roadmap for Sustainable Pacific Fisheries* we can now better ensure that critical fisheries issues are brought promptly to the attention of both Fisheries Ministers and Leaders as required.

The FFA does not work alone in this sector. In that respect I am pleased to advise that the Secretariat is actively discussing new Memorandums of Understanding with both the Parties to the Nauru Agreement Office (PNAO) and with the Fisheries and Marine Ecosystems Division of the Pacific Community (SPC-FAME). This will help forge further and more effective regional cooperation and collaboration in the sector. Concurrently, the FFA Secretariat is working closely with the Pacific Islands Forum Secretariat and other CROP partners within the *Framework for Pacific Regionalism* to better coordinate the flow of fisheries issues for Leaders attention each year. This commitment to a stronger and more unified regional approach is an important development and one to which the Secretariat has devoted considerable effort over the past year.

FISHERIES MANAGEMENT

The further development and implementation of regional fisheries management regimes together with technical assistance to members has featured heavily in our workload throughout the year. In April 2018 the Agency conducted the first Consultation with the United States under new US Treaty arrangements. This return to regular consultations came only after a protracted period of robust renegotiation in which members were closely engaged. It is assessed that the updated Treaty is again delivering strong revenues to the Pacific Islands Parties and is fulfilling the ambition of providing a more flexible business model for the operation of the US Purse Seine fleet – inclusive of regional, sub-regional and bilateral access arrangements. I wish to thank all parties for their constructive commitment to the Treaty and the annual consultation.

Seeking stronger regional commitment to help strengthen the management of the southern albacore longline fishery has been a longstanding objective of our membership. Without such commitment and action it is difficult to see how the economic benefits of the fishery can flow more meaningfully to the region. I note the frank discussion on this subject over the past year and our members' renewed commitment to advance consideration of key issues under the umbrella of Tokelau Arrangement consultations. The Secretariat will also continue work to explore stronger cooperation and compatibility between the PNA's Palau Arrangement longline VDS and the Tokelau Arrangement, to enable greater national benefit from the longline fishery as a

whole. Furthermore, in collaboration with the PNAO and SPC, the Secretariat will promote consideration of a Regional Longline Strategy. The intent of this Strategy is to bring longline issues such as the need to establish limits, recognise zone-based management and effectively control and account for high-seas fishing, to the fore on the WCPFC agenda.

Supporting members in their own efforts to develop and implement appropriate national policies for their offshore fisheries - that draw on the principles and efficiencies of regional collaboration - remains a significant feature of the Secretariat's work with our membership. Through up-to-date Service Level Agreements (SLAs) the Secretariat has assisted all members over the past year in the updating and strengthening their fisheries management plans and related institutional capacities. This work sometimes goes unnoticed within the overall regional picture but it is nonetheless at the heart of the Secretariat's engagement with members.

Following on from the successful Oceans Conference at the United Nations in mid- 2017, this year has seen a focus on articulating and promoting the Sustainable Development Goals (SDGs) and engaging purposefully in the negotiations for the management of Biodiversity Beyond National Jurisdiction (BBNJ). This work will continue well into the coming year and beyond.

ENGAGEMENT WITHIN THE WCPFC

FFA members continue to drive the agenda of the Western and Central Pacific Fisheries Commission, which is not a claim that can be easily made by other developing States and regions. Some real progress over the past 12 months included on the further definition of effective Harvest Strategies, agreement of the long-overdue Port State Minimum Measures CMM and a new Tropical Tuna CMM that retained necessary elements of precaution despite the more optimistic assessment of the status of bigeye tuna. The removal of an objection by Japan to the Observer Safety CMM was another step forward on this issue of vital interest to all members. Supported by the Secretariat, members are now actively involved in work towards a new draft Compliance Monitoring Scheme measure under challenging timelines.

FISHERIES DEVELOPMENT

Economic data continues to show positive trends in access fee revenues and some growth in employment numbers. Overall, the region maintained the volume of exports of tuna products but any growth in exports has largely stalled since Philippines secured duty free access to the EU market in 2015. Nevertheless, a number of challenges to market access were addressed during the year with FFA support. These included EU audits of the sanitary competent authorities in Solomon Islands and Papua New Guinea, which passed without major problems. Kiribati also secured approval of their IUU competent authority, and is now able to export to Europe. This aspect of FFA work in support of national competent authorities shows no sign of abatement and will likely remain a focus for the Development Division for some years to come.

The issue of crewing standards on fishing vessels, include for those working in our waters, is attracting increasing international attention. FFA launched a new initiative to improve the quality of jobs on fishing vessels, with a specialist workshop on crew conditions. I am hopeful this can lead to regionally agreed minimum terms and conditions for employment of all vessel crew working in the region.

Work by the Economic Intelligence Unit has included regional and national analyses within longline fisheries. Analysis was also completed on the economic losses from fisheries incurred as a result of large marine protected areas (LMPAs). A range of training and complex investment appraisals were undertaken at the request of members. At the regional level, a study of the concept of regional tuna processing hubs was completed fulfilling a *Roadmap* requirement with ongoing follow-up with members.



FISHERIES OPERATIONS

Regional efforts in addressing Illegal Unreported and Unregulated (IUU) fishing continue to set a high bar in terms of both coverage and effectiveness - although there is always room for further improvement. Visitors to the Agency headquarters in Honiara are impressed with not only the operation of the Regional Fisheries Surveillance Centre (RFSC) but in the description of the supporting Treaties, arrangements, processes and collaboration which typifies the engagement of the FFA membership. Efforts to advance our overall Monitoring, Control and Surveillance effort have included the adoption by FFC of a strengthened Regional MCS Strategy, development of the Blue Boat Strategy and assistance on Port State Measures including through the rolling out of a new FFA administered program of support to members. A regional Information Management Strategy is a significant priority of ongoing consultation and adoption which will seek to ensure the effectiveness and compatibility of FFA-provided systems with other national and regional fisheries management information technology.

There have been ten (10) ratifications to date of the Niue Treaty Subsidiary Agreement. Effort is now focused on further operationalisation of the Agreement's provisions including in respect of regional collaboration and information sharing, as well as work on a *Persons of Interest* strategy. The advent of the new Pacific Maritime Security Program (PMSP) with the deployment of purpose-equipped aircraft across the region is a giant leap forward in capacity for the Agency and its membership. The first half of 2018 has seen the work necessary to ensure the program can be fully deployed throughout the membership region. The two King Air aircraft should be fully operational in the second half of the year, following the successful trial of the Sea Dragon technology on the Cessna aircraft currently deployed.



CORPORATE AND PARTNERSHIP ISSUES

I take this opportunity to thank our members and donors for their ongoing confidence in the work of the Agency and for providing the financial resources and support which will be necessary to realise the Statement of Intent and related 2018/19 Annual Work Program and Budget.

I am pleased to note the externally audited Accounts for the Agency for the 2016/17 year again produced an unqualified outcome. I take this opportunity to especially thank our two metropolitan members, Australia and New Zealand, whose most generous and flexible support remains a solid foundation for financing our work. I also thank the Global Environment Fund, UNDP, FAO, the Government of Sweden and the Overseas Fisheries Cooperation Foundation of Japan for their ongoing support. Work in refining and progressing our engagement with the World Bank and with the European Union has also been a priority over the year. We also welcome our engagement with industry through the Pacific Island Tuna Industry Association (PITIA) and with the NGO community on key issues of common interest.

I record my sincere appreciation for the tireless work of all staff in the Agency, without whom the delivery of any services to our membership would be impossible. I am always deeply impressed with the teamwork and dedication that all staff – whether locally or internationally sourced – display in respect to their duties and in promoting a positive culture within the Agency at all times.

I am certain that all members join with me in recognising in particular the efforts and contribution of the outgoing Deputy Director General, Wez Norris, who completed his assignment in January 2018 after a decade of tireless and highly professional contributions to all aspects of the Agency's work. I invite members to also join me in welcoming his successor, Mr. Matthew Hooper, who commenced his term on June 14. I also wish to commend and sincerely thank Director of Corporate Services, Mr. Perry Head, for his superlative work as Acting DDG in the interim. The smoothness of this transition is testimony to the depth of talent, commitment and responsible maturity of the secretariat.



LOOKING AHEAD

As this will be my final Annual report to Members and Ministers, I wish to take the opportunity to focus on what I assess to be some of the most important challenges on our horizon.

Zone-Based Management and High Seas

Defining, articulating and embedding the principles of zone-based management (ZBM) is now a constant priority for the Agency as a whole. Our recent efforts in promoting south-south cooperation and securing acknowledgement of our regime by the Government of Japan at PALM8, are examples that we can provide to other developing regions, and highlights the strategic advantage we have achieved in our many years of work to advance a rights-based approach to fisheries management. We cannot, however, take this situation for granted. We need to take every opportunity within both the WCPFC and broader international fisheries and other forums to ensure that this position is not eroded by other stakeholders seeking to act solely in their own self-interest. The FFA is committed to working in tandem with the PNAO and other partners in this objective. We must also continue to push for reforms in the management of high seas areas and I note the Agency took the lead in organising a high seas workshop with full membership participation and support of PNAO and SPC to help develop such strategies in April this year.

Primacy of MOC and WCPFC Processes

If the sustainable management of our shared fisheries resources is to be one of our primary goals, the role of the FFA Secretariat and members in driving forward effective Conservation and Management Measures (CMMs) within the WCPFC will only become more critical. While we often lament the complexity and slow-pace of such work, the cumulative outcome of our endeavour is already impressive. A key point will be to maintain the unity of our own membership and to resolve any differences we have during our own intra-regional consultation processes including at the annual Management Options Committee (MOC) meetings and pre-WCPFC meetings. We must also build and strengthen new and stronger coalitions with like-minded partners, but also with those DWFNs willing to share our ambition on issues of mutual interest. By doing so we can go into future WCPFC sessions more confident of the support we can expect and prioritise our resources to those areas of greatest impact. Addressing the disproportionate burden that falls on our smaller members in engaging on this complex agenda will also continue to feature heavily in our consideration.

Economic Viability of Investments

Within the Roadmap for Sustainable Pacific Fisheries our membership has set some ambitious targets for increasing the economic returns from our fishery. Some of these objectives involve new land-based investments in processing, transshipping and services, and/or the acquisition or joint ownership of fishing vessels. These investments need to be closely evaluated on a case-by-case basis including through timely and professional cost-benefit analysis. Inevitably some of these investments will produce solid income streams but some will fail. The Agency is often asked to assist what can be done to rescue a project, when we would much prefer to assist in a timely evaluation before monies have been committed. The region's previous experience in too hastily embracing such investments needs sober reflection.

I certainly do not wish to argue against progressing well structured and evaluated projects. But we should also caution that in some cases the revenues now being obtained from the fisheries sector might equally be invested in other social and productive sectors that also serve to lift living standards within our membership. We need to use the endowment which our fisheries resources provide to the best benefit of our current and future generations, and this will require also a stronger whole-of-government approach to economic management.

Monitoring Control and Surveillance (MCS)

The region stands at the beginning of new opportunities in advancing our MCS objectives through the advent of strengthened aerial surveillance, development of enhanced surveillance radar imagery that can be directed toward non-reporting targets, and the implementation of the suite of more mature MCS and IUU-treated initiatives described above. It is important that the FFA members make the most of these opportunities including through stronger focus on advancing NTSA implementation, bringing detected violations to account and more generally acting on the strengthened information stream and ongoing regional support available.

An important part of such consideration is the opportunity to advance Maritime Domain Awareness (MDA) through relevant information sharing between our members. This can occur through agreement to fuse together the various available intelligence streams into a clearer picture of what's going on in our regional backyard in terms of transnational crimes and other potentially illegal activities. This will in turn serve to enhance our overall regional security as posited in efforts toward a new and strengthened Biketawa-type agreement. This does not mean we forsake our strongly held information security principles and practices in the fisheries sector as embodied in our Information Security Management System (ISMS) – but we can make some real gains by looking constructively at how we can put appropriate practices into effect.

Sustainability and Succession Planning

Finally, I wish to reflect on what we need to do institutionally to prepare for the future. Clearly the processes around developing a new Strategic Plan for 2020 and beyond - bringing into play all the issues and challenges raised above - will be critical. I have every confidence that the consultative processes agreed will be progressed well. I also feel the Agency is in pretty good shape both in terms of the talented and dedicated professional and support staff now in place and in respect of the medium-term outlook for our funding.

However, the membership cannot take such scenarios for granted. The timely support of our members for the welfare and fair remuneration of staff remains critical, as does the timely and professional engagement by our members in the complex agenda of issues confronting the Agency. In a time-poor world it is vital that we retain this strong joint commitment by our staff and by membership in jointly progressing the Agency's work.

Enhancing capacity development within national fisheries administrations has been an issue since the inception of the FFA in 1979. Through the evolution of the Regional Training Framework and the advent of our new programs focusing on leadership and economics the Agency will continue to play an active role in realising this objective. However, in concluding my remarks I urge all Governments to ensure they allocate sufficient resources to their own national administrations of a quantum at least commensurate with the incomes now derived from this key sector. It is vital we retain and further promote this national institutional capacity if we are to collectively meet the challenges that will continue to arise in the sector.

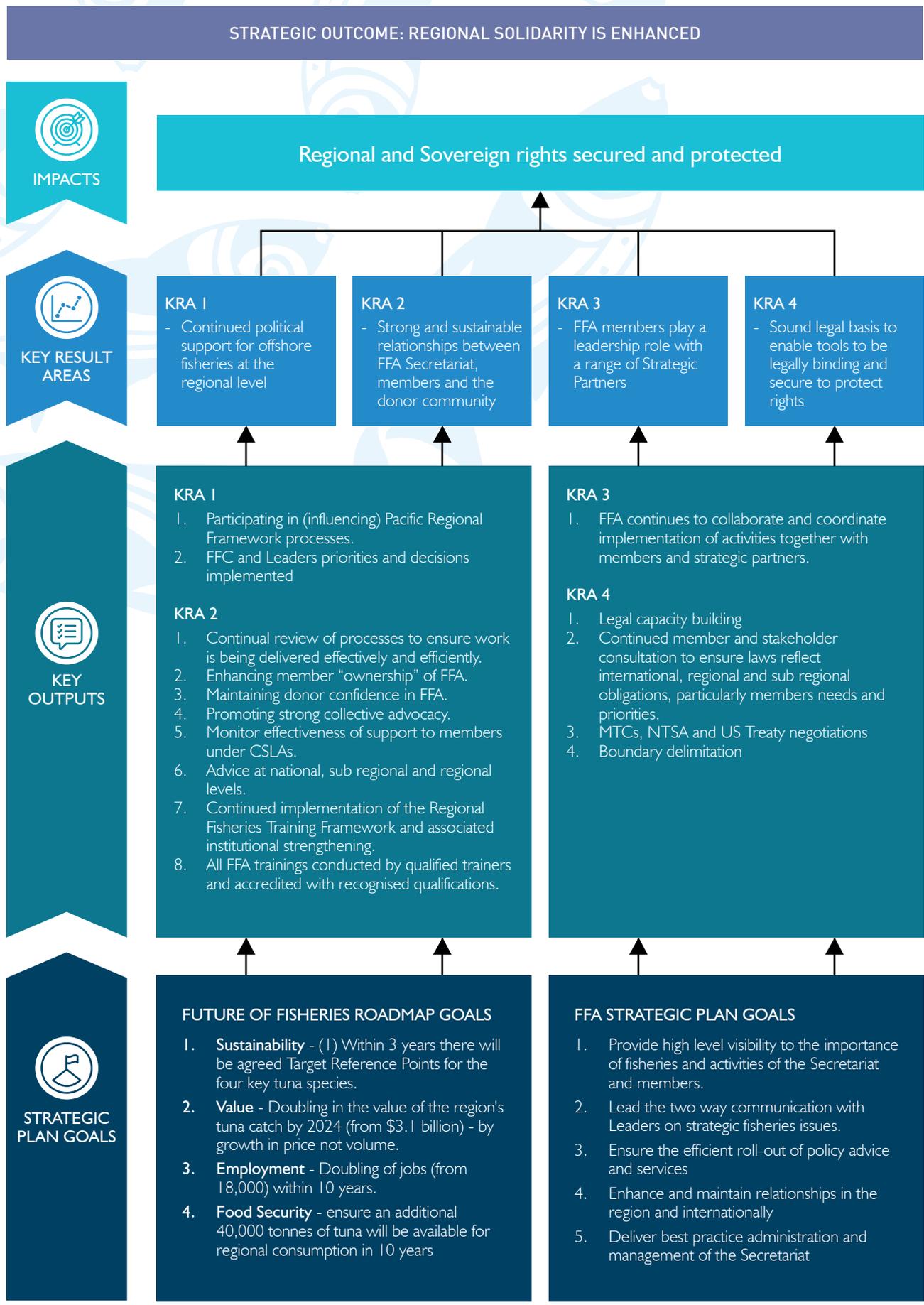
Conclusion

In conclusion, it is my distinct honor to present to our membership, my Sixth and final Annual Report as Director General of the Forum Fisheries Agency. The credit for the exemplary performance of the Secretariat lies with the superb team that I have had the honor to work with. Credit for the success of the Agency in advancing the benefits from fisheries across the region and in addressing our many and complex challenges lies with you, our members, and our partners including PNAO, SPC and our other CROP partners and donors. I am grateful for the immense privilege of being associated with your efforts in this regard, and I thank you all for your support throughout my tenure.

DIVISIONAL REPORTS



A. HIGH LEVEL ADVICE RESULTS DIAGRAM



A. High Level Advice



DESCRIPTION

The High-Level Advice Output comprises of 16 staff, including: the Director-General James Movick, Deputy Director-General Wez Norris (resigned during the year) and Matt Hooper, who joined the Agency in June 2018, the heads of the four Divisions (Directors), Executive support Unit (Executive Officer, Personal Assistants to the Executive), Legal Unit, (Legal Counsel and three Legal Advisers), Internal Auditor, Media Officer and Training Coordinator.

OVERVIEW

The High Level Advice Output continues to demonstrate sustained achievements, with Ministers and senior member officials expressing confidence in the Agency and its work. This includes effective advocacy for fisheries at meetings such as the 2017 United Nations Ocean Conference in New York, and within multiple regional and international forums. Timely regional consultation on issues such as the “Blue Boats” and the successful renegotiation of the US Treaty were also features of the year’s work. The outcomes of the Fisheries Taskforce drew special mention in the Leaders 2016 Communique in advancing the Regional Roadmap for Sustainable Fisheries. Enhanced training outcomes, effective media outreach and strengthened donor relationships have also been delivered. The work of the Legal Unit in advancing and implementing the multilateral Niue Treaty Subsidiary Agreement (NTSA) has been noteworthy.

There are four (4) KRAs in this Output, with progress outlined as follows;

KRA1 Continued political support for offshore fisheries at the regional level

Purpose/Theory of Change – KRA1 is specifically to (1) increase the visibility of oceanic fisheries issues, and their urgency and (2) keep FFA at the forefront of regional attention by influencing and working collaboratively with partner organisations.

Success Indicators – Demonstrated support by political leaders and donor partners of FFA initiatives and offshore fisheries issues.

Assessment of progress – The FFA continues to play a critical, high-profile role in regional fisheries. Some of the key outcomes over the past year include the endorsement of Leaders at the 2017 Forum Leaders Meeting for Fisheries to be a standing item on the Forum Agenda. This reaffirms the support of Leaders for the critical role of fisheries to the economic development and food security of the region. Separately, the FFA has continued its role in the Fisheries Taskforce (comprising of FFA, PIFS, PNAO and the SPC), and in advancing key Roadmap outcomes where these form part of the Agency’s agreed AWPB, high level advocacy for Oceans and IUU-related outcomes, and strengthened engagement and support with donors including from New Zealand, Australia, Sweden, Japan and with multilateral agencies including the World Bank, UNDP and FAO.

Opportunities and Issues

The critical importance of the fisheries sector to the economies of the Pacific Island Countries is well recognised in regional processes as reflected in Leaders statements and in their decision to include Fisheries as a standing item in Forum agendas. Whilst this is an opportunity to elevate fisheries issues to Leaders there needs to be a clear process of how these issues will be determined (this will be considered by Ministers at their meeting in July 2018).

Advancing some of the more complex Roadmap objectives such as through greater onshore investment and employment, and maintaining and enhancing market access, will require both sustained technical support and well developed member country economic strategies to help underpin progress. It is important to note that many of the strategies can only be pursued through active collaboration within and amongst member governments and in collaboration with regional agencies where appropriate. The Secretariat can assist in helping to identify and facilitate national and multi-country arrangements, but they need to be driven by members themselves.



KRA2 Strong and sustainable relationships between FFA Secretariat, members and the other donor community.

Purpose/Theory of Change – KRA2 activities aimed to strengthen the internal institutional capability of the Secretariat to manage its resources and deliver services effectively and in doing so secure donors and members' confidence and support.

Success Indicators – (1) Demonstrated support from members and donors, (2) Public awareness, understanding and ownership enhanced, (3) National priorities addressed effectively and efficiently, (4) Continued relevance of technical and legal advice being provided in a timely manner, (5) All FFA training conducted by qualified trainers and accredited with recognised qualifications.

Activities include; (1) enhancing integrity by strengthening corporate governance and internal oversight measures, (2) increasing member ownership of the Agency by adequate membership and other revenue, (3) improved skills of FFA staff in the delivery of key training, (4) enhanced visibility of Secretariat activities, (5) provision of policy and technical advice to member satisfaction and (6) more effectively addressing national priorities.

Assessment of progress – Internal Audit continue to support and assist management in the ongoing improvement of the effectiveness of risk management, control and governance processes. The FFA Enterprise Risk Management (ERM) Framework, adapted from the Committee of Sponsoring Organizations (COSO) ERM Framework, guides the assessment and mitigation of risks that impact on the achievement of FFA objectives. COSO is a joint initiative of the Institute of Internal Auditors and other Accounting and Financial professional bodies. FFA's 13 operational risks were assessed for the first time in this financial year. Except for 'Information Security' risk, Controls to mitigate all 12 operational risks were concluded to be "Adequate", that is, systems and processes existed, improvements are known and continued to be actioned progressively. Further agreed Control enhancements continue to be implemented progressively as well. Agreed improvements to 'Information Security' Controls also continue to be progressed. Other high risk functions reviewed in detail during the year included 'Cash at Bank Management', 'Business Continuity Procedures and Plans' and 'Transparency of Consultancy Procurement'. Management continue to progress agreed improvements to Controls to mitigate 'Cash at Bank Management' risks. The Information Security Management Committee will work on updating, coordination and consolidation of the FFA Business Continuity Procedures and Plans. Management also agreed to improve the transparency of consultancy tender selection and the reporting of the tender panel evaluation to the Director General for informed decision.

Training – Regional Training Framework - We continue to provide training to fisheries officers as requested by our members and industry. Our members are invited to select the most appropriate participant based on criteria provided. Feedback from course participants has been positive. FFA continues to provide training and assessing skills to students enrolled in the accredited MCS Certificate IV course. An additional 8 FFA staff are studying to be qualified trainers. FFA and SPC are working with EQAP to accredit the PIRFO suite of courses. Training delivered as part of the NZ Pacific Fisheries Training Program was reviewed by NZ MFAT. Results from the review were positive. NZ MFAT is currently developing a concept note for a phase 2 of this program. A review of student learning from the Cert IV MCS course is currently underway, results are due in October

Country Service Level Agreements – During 17/18 a new SLA was signed with PNG and SLAs were updated for Solomon Is, Kiribati and Niue. The SLAs for Fiji and Tuvalu were signed at the ministerial FFC in July 2018. There is an active push to promote the SLA work more with dedicated funding in the 2018/19 budget.

Opportunities and Issues

Internal Audit – Controls and compliance reviews of other high risk functions identified in the Internal Audit Plan FY 17/18 were not be done. Instead, as directed by the Director General, an efficiency review of 'Good Standing Vessel Registration' and 'Data Analysis' processes was conducted, report of which has yet to be finalised. The audit software 'TeamMate' will facilitate continuous monitoring and reporting of FFA enterprise wide risks and will provide executive and managers the opportunity to self-assess enterprise wide risks with Internal Audit subsequently reviewing and reporting the adequacy of mitigating practices/controls. 'TeamMate' will also track and report on the implementation of agreed Internal Audit recommendations. The Internal Audit Manual will be revised to reflect current audit procedures including the use of 'TeamMate' for enterprise wide risk assessment and audit procedures.

Country Service Level Agreements – Implementation issues were adequately addressed however reviewing SLAs continues to be a challenge with key officials busy work schedules. Upcoming work involves developing an online tool so staff and members can view progress on their SLAs more efficiently.



KRA3 FFA members play a leadership role with a range of Strategic Partners.

Purpose/Theory of Change – is to play a leadership role in collaborating with strategic partners and other states and therefore influence outcomes to further progress FFA members /secretariat interests, in particular at wider regional and global levels.

Success Indicators – (1) Demonstrated support from strategic partners for members, (2) Policy coordination and mutual assistance with Strategic Partners.

Assessment of progress – The 11th JPF Joint Committee meeting was successfully held in Solomon Islands and agreed on the conclusion of the 2008 JPF as well as the initial projects for 2018/19 under the new 2017 JPF Arrangement.

The Trilateral Meetings between FFA-NZ-Australia was successfully held in March 2018 and enabled discussions with Australia and New Zealand on current project funded activities/projects and coming priorities of the FFA.

Lead by the DG, the Executive team continued to promote the FFA interests during high level visits to the FFA including by the following persons (these more than often also involved a tour of the RFSC): Hon. Siaso Sovaleni -Tonga Deputy PM, Hon Patrick Basa – PNG Fisheries Minister, Hon. Richard Maru – PNG Minister of Planning, Hon. Charlie Benjamin – Manus Governor PNG, Hon. Job Pomat, – PNG Speaker, National Parliament, Mr. Francois Martel – PIDF, Secretary-General, H.E Damir Kusen, Ambassador of Croatia to

Solomon Is, H.E. Unni Klovastad, Ambassador of Norway to Solomon Is, H.E. Ebert Grey, US Ambassador, Air Vice Marshal Kevin Short, NZDF Vice Chief of Defence, Egon Keil, Samoa, Commissioner of Police, H.E. Roderick Brazier, Australian High Commissioner, H.E. Bernhard Zimburg, Ambassador of Austria.

Opportunities and Issues – The Trilateral meetings enabled Australia and NZ to inform the FFA of recently endorsed policies that were relevant to fisheries and the FFA. Overall, the outlook looked good for the continuing cooperation between Australia, New Zealand and the FFA.



KRA4 Sound legal basis to enable instruments to be legally binding where required and to otherwise secure and protect coastal state rights

Purpose/Theory of Change - KRA 4 covers work of the Legal Unit. The intention is to ensure (1) Robust and modern tuna fisheries legislation is in place at the national and regional level to secure and protect rights (2) Trained, confident nationals able to make informed legal and legislative decisions with less dependence on FFA and other external assistance.

Success Indicators – (1) Up-to-date laws which reflect sub regional, regional and international obligations; MTCs are reviewed to ensure they continue to set leading in-zone standards and are incorporated into the national regulatory framework; effective legislation underpins market access; progressing case packages with the Fisheries Operations Division; progressing NTSA ratification, including review of laws and policies to meet NTSA requirements and data security; (2) Trained, confident nationals, including graduates undertaking legal attachments and fellowships; Continued increased interest and participation in training relevant to the NTSA and NTIS; High interest and participation in the 1st Persons of Interest workshop, the Regional Prosecutors and Observers course and the Observer Insurance workshop; Implementation of robust conservation and management measures; and (3) Maritime boundaries solutions for Members, in close coordination and delivery with the SPC Geoscience Division.

Assessment of progress – The Legal Unit's work plan for FY2017/18 has seen the majority of activities implemented successfully.

The Legal Unit comprises the Legal Counsel and three Legal Advisors.

Close work with the Fisheries Operations continues to promote observer safety and welfare. A workshop on observer insurance was co-hosted with the PNA Office. This collaborative work between the two Offices will continue to investigate the possibility of a centralised fund. Further national level consultations will be held to refine the best practices as to what comprises full insurance coverage for observers. A Regional Prosecutors and Observers training workshop co-hosted with the PNA Office was also held to create stronger linkages between prosecutors and observers, and drive increased awareness on the crucial role of an Observer.

The first surveillance activity under the NTSA has taken place. This is a culmination of the progress made in setting up the tools to implement the NTSA and the training, both at regional and national levels. During the reporting period, there has been 1 NTSA Parties meeting, 1 NTSA workshop and a number of in-country sessions for both Parties and non-Parties. The Niue Treaty Information System (NTIS) has become fully operational. Members continue to be better versed in understanding the opportunities presented by the Agreement, and the requirements to make it work effectively such as the information required to be held in the NTIS, review of laws to ensure the legal basis to support the obligations under the NTSA and ensuring national level data security policies are in place.

The first Persons of Interest workshop was held to continue to look at broadening out the approach to IUU fishing from focusing on vessels to also look at information concerning persons that may be involved in IUU fishing. The Persons of Interest Strategy continues to be developed.

There was another review of the MTCs specific to observer insurance which was adopted by FFC Officials at their annual meeting and reflected in the Regional Terms and Conditions (RTCs) that apply to the US Treaty vessels.

Several legislative reviews have been progressed during this reporting period. Training opportunities continue to be progressed, including the NTSA-related training, law graduate programme, legal attachments and the law of the sea course. Collaborative work continues with the SPC, including funds for participation in the annual SPC-led boundaries workshops.

Opportunities and Issues

A major opportunity is the Persons of Interest project which will collect and share information on persons involved in IUU fishing. A second Persons of Interest workshop will be held to continue to progress how to operationalise this potentially important tool while cognisant of privacy and other considerations.

It is very encouraging that a cooperative activity has now taken place under the NTSA. NTSA Parties have a key opportunity to fully operationalise this Agreement by entering into cooperative surveillance and enforcement activities. Key challenges are for Parties to ensure effective national data security policies are in place and that the minimum data identified in the Agreement is shared.

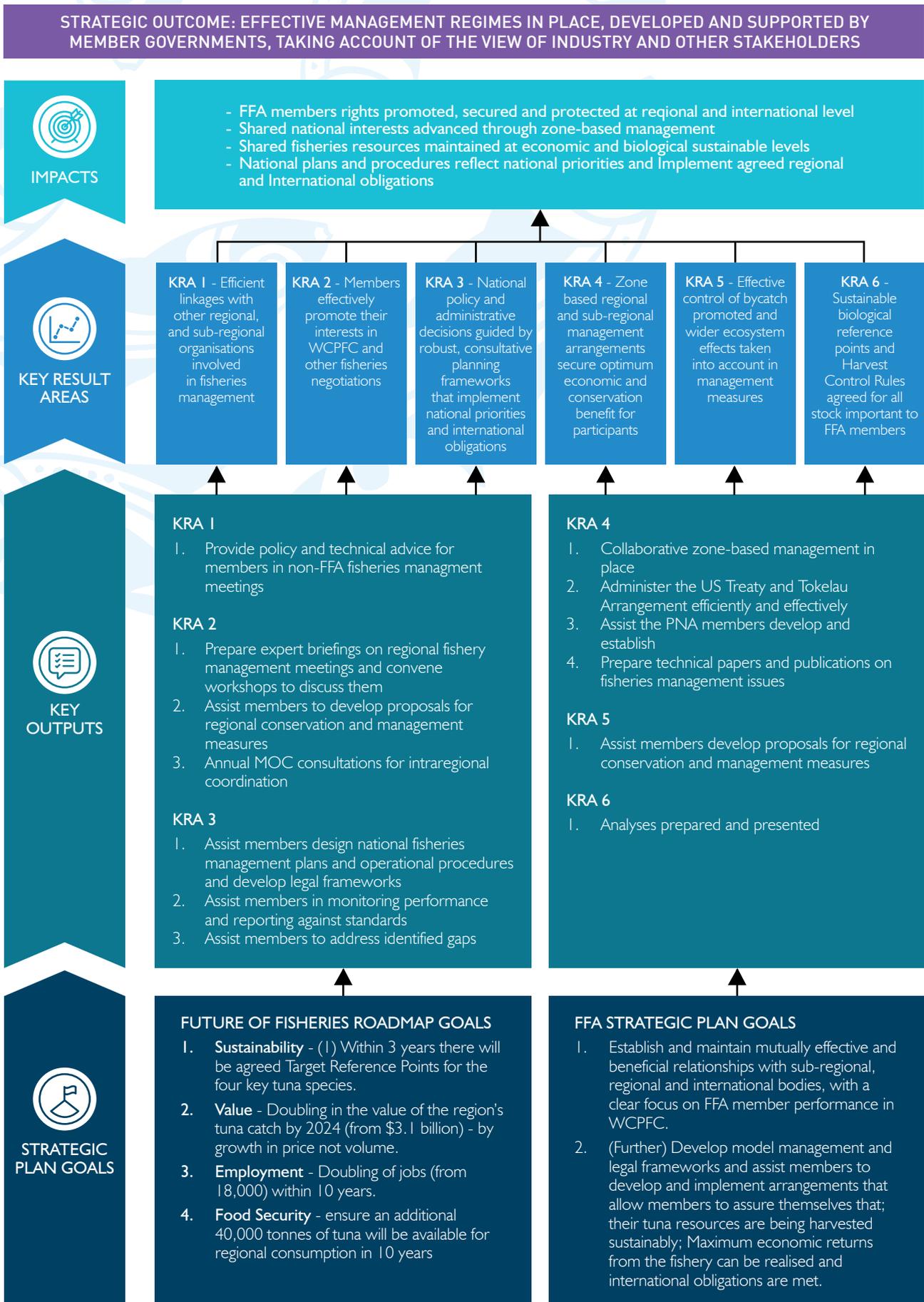
Another major opportunity is provided under the NTSA framework whereby information can be shared with broader law enforcement purposes. The challenge is to provide a clear process for information sharing with clear data security rules. The Secretariat will continue to work closely with relevant law enforcement agencies to this end.

The WCPFC observer safety measure is not the end game in ensuring the safety of observers. The FFA will continue to advance work on a transparent insurance policy which fully provides for observers' needs. Another key opportunity is to update the Violations and Prosecutions database which has not been consistently populated. This must be effectively and efficiently updated with relevant information shared amongst the Members.



Heading out for a compliance inspection (Photo CREDIT: Francisco Blaha).

B. FISHERIES MANAGEMENT RESULTS DIAGRAM



B. Fisheries Management



DESCRIPTION

The Fisheries Management Division is comprised of two sections with 11 staff and is headed by the Director Fisheries Management, Dr. Tim. Adams from the United Kingdom. The two sections are Integrated Fisheries Management – made up of five (5) internationally recruited Fisheries Management Advisers, two (2) internationally recruited regional Project Managers and two locally recruited Project Administrators, and the Treaty Administration Section – made up of the internationally recruited Manager and locally recruited Data Entry Officer.

OVERVIEW

Overall, the main Outcome of “Effective fisheries management regime in place, developed and supported by member governments, taking account of the views of industry and other stakeholders” has been successfully progressed over the period under review.

Progress of work for each of the Strategic Plan Key Result Areas and Projects are as follows;

KRA1 Efficient linkages with other regional and sub-regional organisations involves in fisheries management.

Purpose/Theory of Change – Maintaining dialogue and working relationships with other organisations and providing technical and policy advice to members attending non-FFA fishery meetings in the region helps maintain common purpose.

Success Indicator – Collaborative working relationships with other fisheries organisations on issues of common interest

Assessment of progress – Collaborative working relationships continue to be maintained with SPC’s Oceanic Fisheries Programme, the PNA Office and other organisations, including through the implementation of several joint projects and regular dialogue.

Opportunities and Issues – Five activities were budgeted under this KRA. These were to provide technical support to FFA members attending PNA, TVM and MSG-FTAC meetings, co-chairing the CROP MSWG and attending the annual SPC/FFA Colloquium. Support to PNA included attendance at PNA officials’ meetings held on several occasions throughout the year as well as participation in several issue-specific workshops. FMD has been challenged to realise donor expectations in implementation and reporting of some activities being delivered by third parties, and some redesign of support structures and activities has been undertaken for the World Bank PROP. The Division’s close working relationship with SPC-OFP remains strong, including through the interagency colloquium held this year in March. The Melanesian Spearhead Group has not recently convened a Fisheries Technical Advisory Committee (FTAC), with its focus more on coastal fisheries and aquaculture. The other major sub regional group – the Tokelau Arrangement – is formally Administered by FFA and so does not fall under the heading of collaboration with other organisations.



KRA2 More effective engagement leads to improved rate of adoption of FFA member proposals and avoidance of decisions that act against member interests, thus improving management of the fisheries on which their economies depend.

Purpose/Theory of Change – More effective engagement leads to improved rate of adoption of FFA member proposals, and avoidance of decisions that act against member interests, thus improving the management of the fisheries on which their economies depend.

Success Indicator – Impact of FFA member statements at WCPFC and FFA proposals reflected in WCPFC decision

Assessment of progress – FFA members made more progress at WCPFC 14 than in the previous year, with the agreement of the long-overdue Port State Minimum Measures CMM and a new Tropical Tuna CMM that retained necessary elements of precaution despite the more optimistic assessment of the status of bigeye tuna, and which continued to reflect zone-based management principles – at least for the purse-seine fishery – despite opposition from certain quarters. An analysis in October confirmed that FFA members continue to make most of the proposals for better management to the Commission, and by far the greatest percentage of substantive proposals – a unique achievement compared to coastal States in other tuna RFMOs, which tend to be dominated by flag states negotiating to retain their distant water fishing privileges.

Opportunities and Issues – It continues to be necessary to build stronger alliances outside the FFA membership with certain key fishing states in order to progress much further at WCPFC. And FFA members may need to concentrate their attention on a smaller number of key issues rather than trying to advance equally on all fronts. Members also need to identify when issues should be progressed outside of the WCPFC, such as the ongoing efforts to fully implement the LLVDS and TKA Management Scheme to drive longline fishery reform which, along with the linked issue of high seas fishery reform, is currently the most intractable issue on the regional fisheries agenda.



KRA3 – National policy and administrative decisions guided by robust, consultative frameworks that implement national priorities and international obligations.

Purpose/Theory of Change – has two aims, (1) to strengthen national frameworks through more collaborative approaches and compliant with regional and international standard and (2) build capability to identify gaps and make informed decisions independently.

Success Indicators – (1) WCPFC compliance monitoring process. Reviews of diligence in fulfilling sub-regionally or regionally agreed shared standards such as PNA, TKA, FFA-MTC, (2) Members fully aware of capacity to achieve agreed standards, and able to report appropriately, (3) National capacity able to implement full fisheries framework

Assessment of progress – The national level is where sovereignty, decision-making and enforcement of national measures, regional and sub regionally-agreed measures is exercised. The WCPFC Compliance Monitoring Process helps assess national effectiveness of implementing WCPFC measures and identify capacity

gaps, and FFA members continue to perform better than non-FFA members on average, in terms of the number of “non-compliant” assessments against the implementation of individual measures. FMD also continues to assist countries with updating national management plans, and FAO-compliant NPOAs for bycatch species.

Opportunities and Issues – In assisting members with national implementation of transboundary regulatory agreements, the Secretariat must take into account national capacity to respond to all obligations – not just WCPFC, but also TKA, PNA etc. – and tailor support programs accordingly. GEF-funded OFMP2 and PROP projects are in place to help countries with WCPFC implementation, and selected countries with VDS implementation, and an ongoing project funded by New Zealand will assist island members with TKA implementation. As some FFA members grow larger as flag States, they face a growing number of obligations and a larger task to ensure their own implementation and compliance by their vessels. This will also require regional fisheries policy to be discussed and the new flag state interests of some balanced against existing coastal State interests of all.



KRA4 Collaborative zone-based regional and sub-regional management arrangements secure optimum economic and conservation benefit for participants

Purpose/Theory of Change – the main aim is to work collaboratively on zone-based fisheries management arrangements to secure tangible rights to fisheries in EEZs, exercise greater control and achieve the best returns for members.

Success Indicators – (1) Collaborative zone-based management in place for all major tuna fisheries and taken into account in WCPFC and international measures. (2) Albacore fishery rebuilding through Southern Albacore Management Scheme and WCPFC comprehensive SP-ALB CMM. (3) US purse-seine fleet fishing in the region accords with treaty and members satisfied with return (4) Extension of US Treaty arrangements on terms acceptable to all parties

Assessment of progress – Of the three main zone-based arrangements, the PNA Purse-seine VDS is mature and FFA FMD assists national implementation in participating countries on request; the PNA Longline VDS is still in the process of being fully rolled-out by some Parties, and FFA FMD is providing support where requested, particularly in the implementation of electronic reporting or monitoring; and the Tokelau Arrangement’s Albacore Catch Management Agreement remains in the final design stage. The renewed US Treaty has completed its first full year and no major problems were reported at the first renewed annual consultation with the USA. Progress towards agreement of the Target Reference Points (TRPs) at the stock-wide level that will provide the sustainability context within which ZBM regimes did not progress far at WCPFC this year, as measured by agreement of elements of the Harvest Strategy Work plan, due to other priorities, but there is likely to be progress in December with the SP-ALB TRP and possibly bigeye and yellowfin TRPs. The Management Strategy Evaluation framework is also progressing, and FFA will work with SPC on helping stakeholders become familiarised with these processes next year under the NZ-funded MSE Project

Opportunities and Issues – the DWFN-dominated WCPO longline fisheries need to be capped and reduced, in order to increase catch rates, and support economically sustainable Pacific Island fisheries that generate both profits for the private sector and resource rents for coastal States. The only sustainable route to Pacific Island economic growth through longline fisheries lies in progressive replacement of DWFN involvement in a capped fishery. Longline ZBM arrangements need to be recognised by WCPFC longline measures, and high seas fisheries limited and allocated appropriately, and the processes of developing the next iteration of the Tropical Tuna CMM and the Southern Albacore CMM provide opportunities to achieve this, alongside the agreement of yellowfin, albacore, and bigeye Target Reference Points. To achieve this, the PNA longline VDS

and TKA management scheme need to be strengthened and implemented to the same level as the purse-seine VDS, and this will be difficult without financial opportunities of the purse-seine fishery. There is likely to be region-wide opposition by certain flag states and vessels to this tightening-up process, including the breaking off of access agreements with countries that are fully implementing ZBM, and concerted action will be needed to weather this.

For the US Treaty, the future of the treaty itself will depend on the economic viability of the US purse-seine fleet. For some US vessels this is looking problematic, but higher skipjack prices and the flexibility in the new Treaty to buy bilateral as well as multilateral days and thus optimise their fishing strategy should assist vessels.



KRA5 Effective control of by-catch is promoted and wider ecosystem effects are taken into account in management measures

Purpose/Theory of Change – To avoid adverse impact by tuna fisheries on the ecosystem that supports those fisheries, and to take non-fisheries impacts into account in the design of tuna fisheries management measures. And in the long term, to assist intergovernmental agreement on the respective responsibilities of each human impact sector for maintaining WCPO pelagic ecosystem indicators around Ecosystem Target Reference Points, taking ongoing natural change into account.

Success Indicator - Target fisheries are not severely limited because of by-catch or ecosystem concerns.

Assessment of progress – FFA members continue to propose or support reasonable bycatch management measures at WCPFC, and there has finally been some movement towards consolidating numerous ad-hoc shark measures into one consolidated measure. The seabird mitigation measure continues to move by small improvements. For the purse-seine FAD fishery – which account for most of the purse seine bycatch impact – the new bigeye stock assessment that indicated that bigeye had not been overfished led to some weakening of FAD closures at WCPFC, and the high seas FAD closure will need to be renegotiated in December. At the national level FFA assisted several members with NPOAs for bycatch species, and is supporting research on pelagic ecosystems, bycatch, and on LRPs for non-target species, particularly through the OFMP2 project.

Opportunities and Issues – Similarly to last year, the most immediate improvements in bycatch and pelagic fishery ecosystems management are likely to be made by improving catch data from longline fisheries – in particular through the introduction of electronic monitoring and reporting and better ROP observer coverage, particularly on the high seas. Although some bycatch-mitigation measures have already been agreed, the longline fishery still has very high rates of bycatch, and a much lower overall standard of reported catch composition data than the purse seine fishery. At the national level, the consequences of unloading industrial tuna bycatch onto local markets continues to need further economic and social investigation. In some cases, the benefit of more and cheaper fish may be outweighed by the undermining of the sustainability of local fishing enterprises, particularly in areas where the supply from industrial transshipments or unloading is patchy, or dependent on the state of the ENSO cycle.



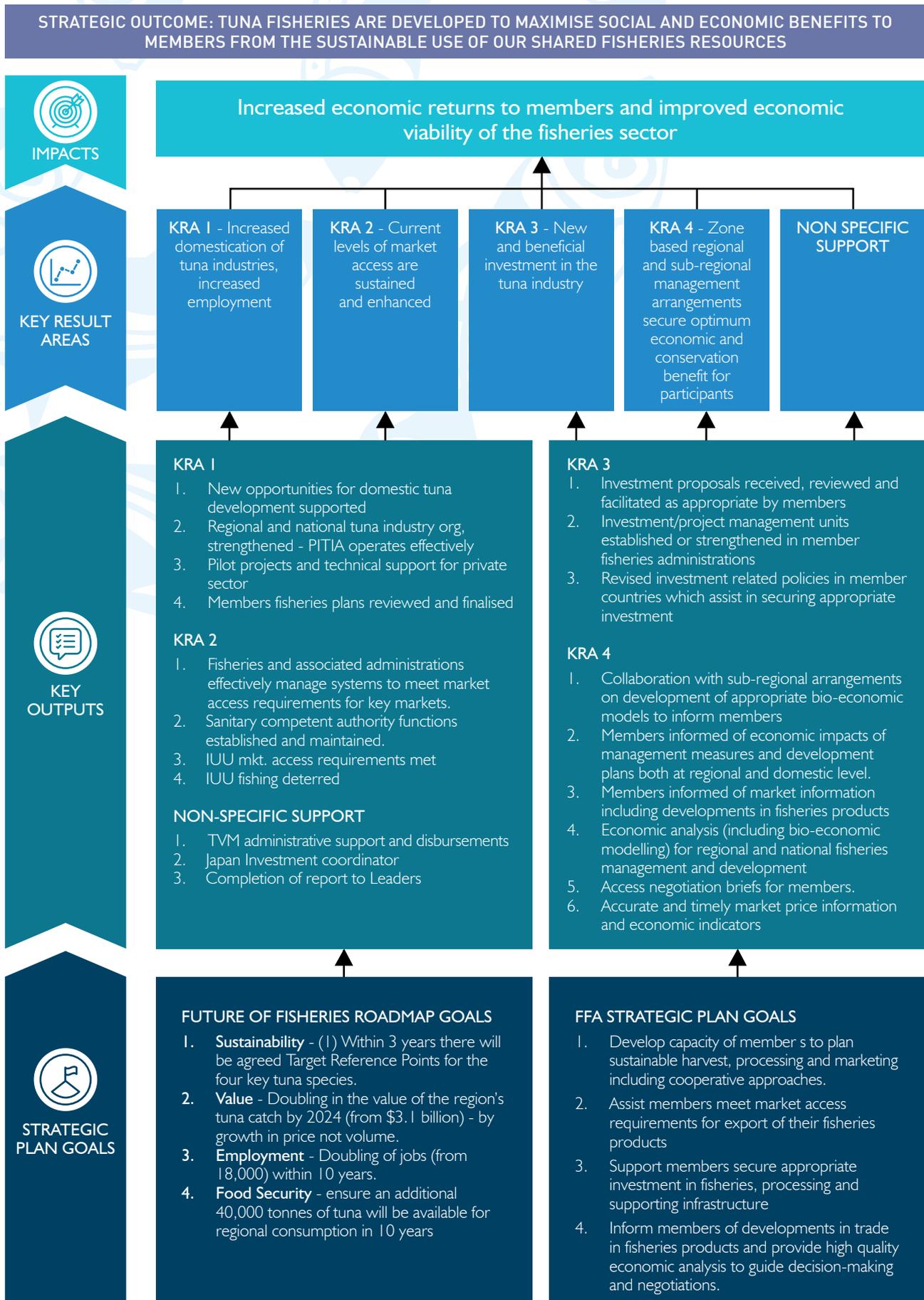
KRA6 Sustainable biological reference points and Harvest Control Rules agreed for all stocks important to FFA members.

Purpose/Theory of Change – Implementation of the Precautionary Approach established in the 1994 UN Fish Stocks Agreement, integrated into the WCPFC Convention and operationalised in WCPFC CMM 2014-06 as the WCPFC Harvest Strategy Approach should through the operation of pre-agreed rules speed up the rate at which effective responses to overfishing occur and through the agreement of Target Reference Points— condition exploitation across the entire range of the stock including the high seas) to bio-economically sustainable levels and thereby provide a firm context for Zone Based Management to operate within.

Success Indicators – (1) Full implementation of the Precautionary Approach across all major commercial fisheries (2). Members are fully aware of issues before all sub regional and regional discussions on these topics. Assessment of progress –Limit Reference Points (LRPs) and an interim TRP for SKJ are already in place, and WCPFC13 saw agreement on the acceptable level of risk of breaching LRPs. However, there was not a lot of progress at WCPFC14 on the Harvest Strategy Work plan, and the FFA proposal for a southern albacore TRP was in effect vetoed once again. However, technical work continued on the development of a management strategy evaluation framework at SPC and a major new project is putting resources into a stakeholder engagement strategy that will help FFA members to develop capacity and drive this forward

Opportunities and Issues – The new NZ funded Management Strategy Evaluation project implemented by SPC with support by FFA will put dedicated resources into extending understanding of these principles not just among the FFA membership but in non-FFA WCPFC developing CCMs. There is general agreement among FFA members on the utility of WCPFC-wide agreement on limit and target reference points for key tuna stocks. However, implementation of the Harvest Strategy Approach is only part of the strategy and there will also be considerable work to be done at WCPFC in the agreement of allocation processes that take into account the rights of coastal States participating in Zone Based Management arrangements and focus flag State fishing rights onto the high seas.

C. FISHERIES DEVELOPMENT RESULTS DIAGRAM



C. Fisheries Development



DESCRIPTION

The Fisheries Development Division and associated staff comprise six (6) Units and up to 12 staff. Eleven (11) positions are internationally advertised posts. The Division is headed by Mike Batty from the United Kingdom. The different units are; Economic Intelligence, Fisheries Development Support, Investment Facilitation, Trade and Export Facilitation, with the TeVaka Moana Project ongoing pending further consideration of its future sub-regional needs.

OVERVIEW

The main outcome sought, “Tuna Fisheries have been developed to maximise social and economic benefits to members from the sustainable use of our shared resources” - has been successfully progressed over the period under review. For some of the KRAs economic data will not be available until later in the year to substantiate impact of new work underway or already undertaken.

Progress of work for each of the Strategic Plan Key Result Areas and Projects are as follows;

KRA1 Increased domestication of tuna industries and increased employment.

Activities in this KRA are undertaken by the Fisheries Development Advisory Unit with some input from the Investment Facilitation Unit.

Purpose/Theory of Change –

- Supporting and providing opportunities for domestic tuna development including collaboration with industry incentivises domestication and successful operations.
- Supporting implementation of the FoF Roadmap activities includes work for increasing economic returns and creating opportunities for regional workers.
- Well prepared Tuna Management and Development Plans strategically developed collaboratively with industry and other stakeholders enhances likelihood of achieving desired results and economic success.
- On hand economic advice, funding and facilities for research and testing of commercial proposals better informs investment decisions.
- Targeted economic advice for other FFA divisions and informing national, subregional and regional issues
- Success Indicators – (1) Number of jobs in FFA Pacific Island member countries in the tuna industry will increase by 7-8% from 18,000 in 2013. (2) Number of countries with coherent and up-to-date tuna management and development plans. (3) Number of development plans involving stakeholder consultations at the national level and establishing advisory committees for ongoing consultation.

Assessment of progress – Employment growth continued, reaching 23,000 in 2016 – although clearly this is not attributable only to FFA support. Two tuna management and development plans were reviewed and completed during the year.

Opportunities and Issues – A new focus on minimum labour standards, particularly for vessel crew, will improve opportunities for Pacific Islanders and avoid reputational damage to the industry in developed country markets. Developing engagement with the private sector and tuna industry associations shows promise.

KRA 2 Current level of market access are sustained and enhanced.

Purpose/Theory of Change – The tuna industry is primarily an export industry. Supporting the capability of Government agencies and commercial operations at the national level to sustain and enhance market access is essential for development of the industry.

Success Indicators – Value of tuna exports from FFA members to 3 main export markets (EU, US and Japan) increased to US\$358m from the previous year.

Assessment of progress – Work has focussed mainly on access to the EU market. Market access has been sustained for three exporting countries, with threats posed by DG Sante audits addressed in two of them. One additional country has now started to export to the EU.

Opportunities and Issues – A follow-up visit by DG Mare to one country has emphasized the need to follow through with commitments made in order to comply with the EU IUU regulation; Key FFA members have decided not to proceed with the RECAS concept. FFA will now assist them individually in the long and expensive process of developing their own CAs.

KRA 3 New and beneficial investment in the tuna industry

Purpose/Theory of Change – Strengthening investment framework, policies, strategies and project management units will lead to new investments in the industry. Thorough evaluation of investment proposals ensures that the outcomes are economically and socially beneficial.

Success Indicators – Value of new investment approved > US\$25m during the year on average.

Assessment of progress – New investment in processing and domestication of vessels continues. The project has supported a number of SMEs in trade and investment related events.

Opportunities and Issues – . The emphasis on evaluating the costs of concessions relative to the economic benefits of investments and joint ventures remains relevant. Improving governance of joint ventures is developing as a new area of work

KRA4 The value of access increases, allowing higher access fees and/or other economic benefits.

Purpose/Theory of Change – Economic analysis better informs decisions and access negotiations. Linked with KRA 3 there is a growing appreciation of the cost of concessionary access provided to incentivise domestic development.

Success Indicator – Estimated value of access fees collected for the year (aim to at least maintain at 2014/15 levels).

Assessment of progress – Growth in access fee revenues continued, reaching a new peak of nearly US\$500 million in 2016. There has been a considerable improvement in the provision of data on access fees with data obtained directly from fisheries departments or from published national accounts covering over 95% of estimated total revenues (necessitating revision of some earlier estimates). This increase continues to be due largely to the success of PNA members in driving up fees for purse seine vessel days.

Opportunities and Issues – Improved estimates of catch values and vessel operating costs will allow better estimation of the ability of fleets to pay fees

Non Specific Support

Provision of support for ad-hoc needs for economic and development advice, TVM administration, minor projects and programme for increasing economic returns for Leaders.

Success Indicator – FFA members benefit from project activities. Members and other stakeholders are satisfied with services and advice provided under this result area.

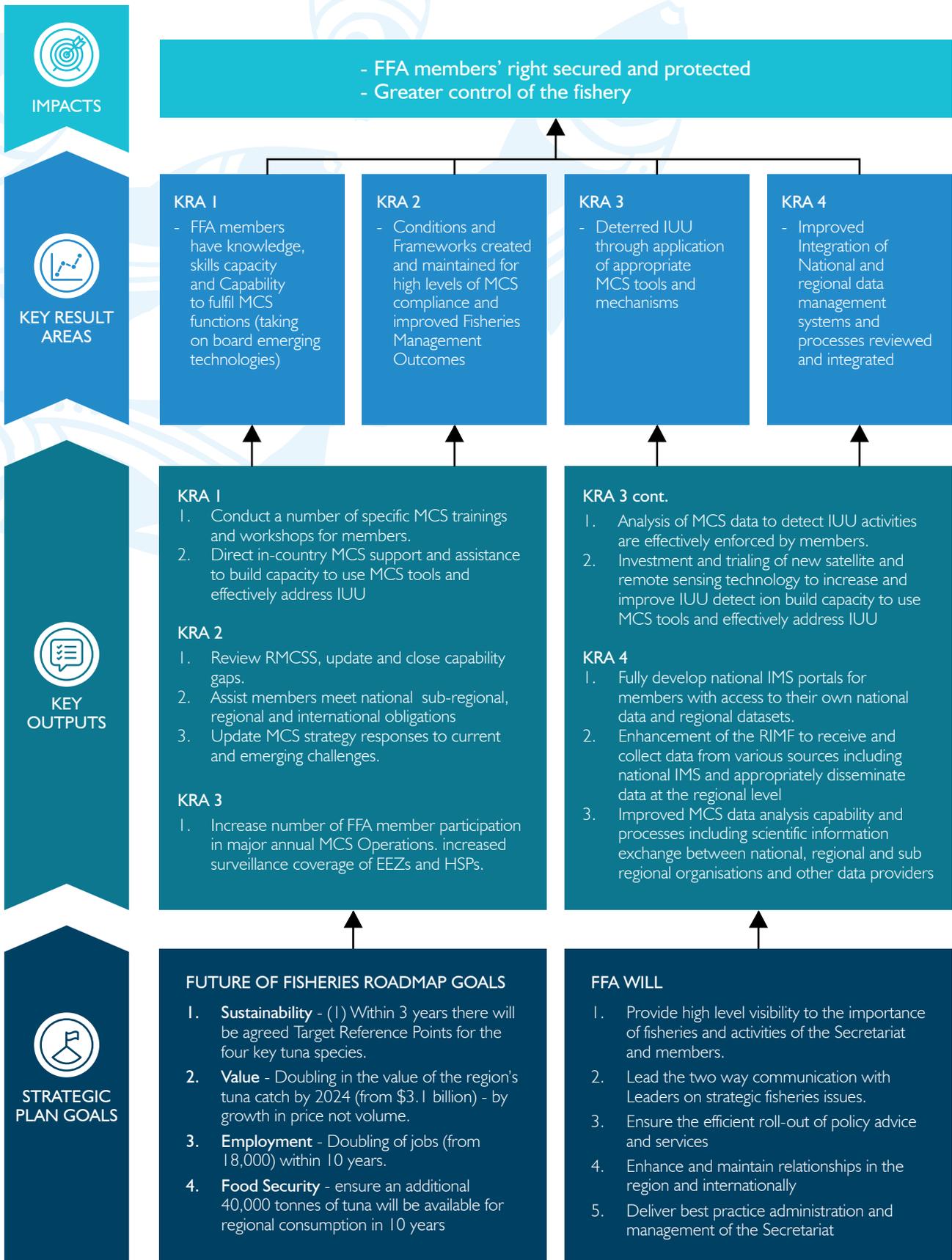
Purpose/Theory of Change – FFA needs the flexibility to respond to ad hoc requests for action that may not fit exactly with other KRAs; and can also support members by managing aid funding for subregional organisations that do not meet donor requirements.

Assessment of progress – Funding has been provided to PNAO under the World Bank PROP project. Arrangements have been made to disburse the remaining funds allocated to Te Vaka Moana. Progress has been made resolving issues with past EU project funding, and in restructuring the PROP project to allow focus on regional activities.

Opportunities and Issues – The expected approval of the EDF II project in late 2017 will provide significant additional resources for FFA over the coming four to five years

D. FISHERIES OPERATIONS RESULTS DIAGRAM

STRATEGIC OUTCOME: BENEFITS TO FFA MEMBERS FROM FISHERIES ARE REINFORCED BY ROBUST MONITORING, CONTROL AND SURVEILLANCE IN SUPPORT OF FISHERIES MANAGEMENT FRAMEWORKS



D. Fisheries Operations



DESCRIPTION

The Fisheries Operations Division is headed by the Director of Operations - Mr. Noan Pakop from Papua New Guinea. There is a total of 30 staff, 15 hold internationally advertised posts and 15 locally advertised positions. There are 4 Units; the MCS Unit, Vessel Monitoring System (VMS) Unit, the Regional Observer Program Unit and the Information Technology Unit. In addition to the above FFA positions, two members from the Australian and New Zealand military services are also seconded on an ongoing basis to the Regional Fisheries Surveillance Centre (RFSC).

OVERVIEW

Overall, the main Outcome of “Benefits to members from fisheries are reinforced by robust Monitoring, Control and Surveillance in support of fisheries management frameworks” has been successfully progressed over the period under review.

Progress of work for each of the Strategic Plan Key Result Areas and Projects are as follows;

KRA1 FFA members have knowledge, skills capacity and capability to fulfil MCS functions taking on emerging technologies

Purpose/Theory of Change – Training and direct support of national staff will improve their capacity to fulfil MCS functions

Success Indicators – Capacity in key MCS areas increased for example, VMS, prosecutions, licensing, dockside inspection, observer training.

Assessment of progress – Fourteen (14) training courses were funded for the year. Only one was not delivered. These activities continue to provide much-needed support for development of national capacity.

KRA1 consists of two components.

The first was to conduct specific MCS trainings and workshops for members. Over the year, seven Observer trainings/workshops were conducted. The ROCW (Regional Observer Coordinators Workshop) delivered with SPC, WCPFC, PNA and NOAA covered 13 member countries. The Basic Observer Training had 29 participants from 9 member countries who were all certified to be Observers. Thirty-three (33) participants from 7 member countries were trained and certified as Observer Debriefer/Assessors. Thirty-four (34) nationals from 5 member countries participated in the IATTC/WCPFC Cross-Endorsement Training and are now certified. FFA is not currently funding this training but demand for the US Purse Seiner fleet may require some changes in the future. The Cert VI PIRFO Trainer Course delivered with SPC had 15 participants from

9 member countries. The Critical Incident Analysis Training trained 23 nationals from 12 member countries. The Observer/Debriefing Part A & C trained and certified 21 people from 4 member countries. Other trainings under this component included VMS trainings in 4 member countries. Others included MCSWG21, Quad meeting with MCSWG, RIMF training for 8 countries to upgrade to RIMF2 and RIMS4 which developed recommendations to MCSWG21 for consideration. For the Cert IV FCE competency assessment for cohorts 3 and 4 found 62 MCS officers to be competent.

The second component comprises of direct in-country MCS support and assistance to build capacity to use MCS tools and address IUU issues. Upgrade work and training on the IMS/RIMS were conducted in 8 member countries. Under the MCS Operations capacity-building attachments 26 MCS Officers were trained as Watch-Keepers during Operations Island Chief 17, Kurukuru 17, Rai Balang 18 and Tui Moana 18. During the year there were 2 MCS fellows from one member country. Seven MCS fellows from 4 member countries are scheduled for the first half of the new fiscal year.

KRA2 Conditions and Frameworks created and maintained for high level MCS compliance and improved Fisheries Management Outcomes.

Purpose/Theory of Change – National MCS frameworks based on the regional MCS strategy and risk assessments to be in place at the national level will ensure a standard and best-practice approach to address IUU risks and ensure compliance to regional, subregional and international obligations. An inclusive approach that promotes integration of MCS advice in fisheries management.

Success Indicators – (1) National MCS frameworks based on the regional MCS strategy and risk assessments, are in place, taking into consideration linkages between relevant stakeholders. (2) Members meet: national licensing and legislative requirements; regional and sub-regional reporting requirements; international obligations. (3) Regional MCS strategy responsive to emerging challenges and management measures through better understanding of the drivers of noncompliance, appropriate interventions and MCS responses. Promotes integration of MCS advice in fisheries management

Assessment of progress – Work in this area to ensure conditions and frameworks for MCS compliance progressed well during the year. Data collected to update the Regional MCS Strategy which was approved by FFC106 in May 2018, provided the foundational knowledge to identify and update specific national and regional MCS gaps and will be used to update National MCS Plans and NPOA IUUs. Updating the RMCSS identified and highlighted national and regional MCS gaps which became and will become basis of strategies for individual members MCS Plans and NPOA IUU. A new NPOA IUU was developed for one member while another NPOA IUU was reviewed for a second member. Due to timing, the review for a third member did not proceed but is scheduled for the new fiscal year. Assistance with National MCS Plans were mostly delayed due to ongoing review and drafting of the RMCSS. However, assistance was provided to one member country to develop their National MCS Plan and foundational MCS national gap analysis were conducted for many members as part of the RMCSS review.

There are five components in this KRA.

The first two components saw the RMCSS approved by FFC106, development of and review of 2 member countries NPOA IUU and one member MCS Plan.

The third component to “assist members on CMM Trainings and awareness regarding obligation under new CMMs” saw trainings delivered to 2 members. Briefing sessions for all members were provided for TCC and WCPFC preparations. Two additional member workshops were held on WCPFC and CMM obligations.

The fourth component “Surveillance tools, operation and activities and procedures enhanced utilising new technologies and resources” saw PMSP Air Surveillance commenced with a Cessna aircraft conducting air surveillance in 4 member countries. Other work under this component included development of NTSA SOPs for 2 member countries. Development and implementation of programs to strengthen identified PSM gaps is now absorbed to the PSM project. The Division also provided ongoing assistance to the Fisheries Management Division to develop ADD for the NZ funded project.

The fifth and final component for “Frameworks established for effective detecting and reporting of IUU fishing” saw national visits by the Observer programme to 7 member countries on formal requests. No formal requests were received for “design and implementation of cost-recovery mechanisms for observer programme” during the year. Under the “Blue Boat Strategy Implementation” the Small Scale Foreign Fishing Vessel (SSFFV) Strategy was adopted by FFC in October 2017. FFA led operations during reporting period included focus on SSFFV and progress is underway to implement the components of the SSFFV Strategy.

Opportunities and Issues – Current and future work on national and regional risk assessments and development of member MCS Plans and NPOA IUU will be based on information identified through the development of the updated RMCSS.

KRA 3 Deterred IUU through application of appropriate MCS tools and mechanisms

Purpose/Theory of Change – Application of appropriate MCS tools and mechanisms will deter IUU fishing

Success Indicators – (1) Set in place improved systems and mechanisms including automated tools to identify and measure level of IUU and to identify appropriate MCS approaches to address them. (2) Identify types of IUU activities. Measure level of IUU and promote appropriate cost efficient and effective MCS programs to combat IUU.

Assessment of progress – Overall, the effect of Surveillance Operations undertaken appears to have successfully shifted from detection to deterrence, with non-complying vessels reduced dramatically with operations registering 3 apprehensions, 3 violations and another without any infringement. Vigilance however will be maintained to ensure continuity and ongoing deterrence. This KRA has 3 components.

The first is to increase number of FFA member participation in major annual MCS Operations, to facilitate increased surveillance coverage off Member’s EEZs and HSPs. During the year seven MCS operations were conducted successfully.

The Operation Island Chief	covered 7 countries
Operation Kurukuru	covered all FFA members
Operation Rai Balang	covered 7 countries
Operation Tui Moana	covered 4 countries
Support for Operation Ika Moana	covered 4 countries
Support for Operation Tautai	covered 2 countries
Operation Solvan	covered 2 countries

The second component is analysis of MCS data to detect IUU activities are effectively enforced by members. Analysis of MCS data requires the use of, inter alia, Observer reports, VMS data, Satellite imagery data, Automated Identification Systems data, FFA/Quads Operational data(sightings, boarding, detection) and data from a variety of sources including RFSC/ SPC/Open sources and contact reports etc. - for all members. During the period, over 200 Observer reports were analysed during the period. Other analysis on highly potential incidents were flagged by way of email and brief to 10 members. Low levels of acknowledgement and feedback on reports/incidents from members continue. Draft of the MCS Analysis Manual is underway, with 47 national MCS Officers including 6 females trained in MCS data analysis during the period.

The third component is investment and trialling of new satellite and remote sensing technology to increase and improve IUU detection. The KIOST project (with support from RoK) has commenced which aims to incorporate new satellite and remote sensing technology data into existing MCS tools.

Opportunities and Issues - Increased surveillance efforts particularly in the MCS operations has helped curb IUU over the year with a reduction in number of MCS offences during the period reviewed.

The long standing issue of members' not progressing prosecution of IUU incidents will hopefully be significantly reduced with the development of Critical Incident Procedures to guide members to more successfully pursue referred IUU cases.

Further use and access to more sophisticated technology for IUU detection will be available under the KIOST project. The advent of the PMSP Program with enhanced aerial surveillance is also a key development for the coming year to be factored into overall regional IUU efforts.



KRA4 Improved integration of National and regional data management systems and processes reviewed and integrated.

Purpose/Theory of Change – integration of national and regional data management systems will enable collection and retrieval of related data at both the national level as well as inter-jurisdictional as appropriate.

Success Indicators – Fully functional National IMS and comprehensive RIMF and data integration from different data sources in place.

Assessment of progress – Work planned in this area has been progressively achieved.

RIMF has been migrated to RIMF2 and have rolled out to 8 members. RIMF2 is more secure and integration (national and regional) is much easier than the previous version. Rollout of the IMS to member countries is now well underway. All members now have national IMS portals and are now progressively assisted to access three national datasets and four regional datasets.

For the second component to enhance the RIMF to receive, collect and disseminate data from various sources including national and regional level, the Secretariat worked with members to clarify RIMF metrics definition, identify target MCS datasets to capture and migrate to RIMF to new platform.

The last component to improve MCS data analysis capability and processes including scientific information exchange between national, regional and subregional organisations and other data providers. All targets are on track to be achieved by end of fiscal year.

Assessment

This KRA has 3 components.

The first component is “Functional IMS and RIMF portals that meet the key MCS data needs of members including the integration of electronically reported data” – which included activities for development of RIMF2 and migration from the RIMF to this improved version. Other activities included the review of the BOJAK (Boarding Officers Job Aid Kit) App which is expected to be tested in 4 member countries in the new fiscal year.

The second component “Integrated National IMS and RIMF portals utilised nationally by members in support of fisheries administrations and operations” included migration of 8 member countries to the RIMF2 platform with another 6 members to be migrated in the new fiscal year. Trainings for national users are consecutively conducted for the 8 member countries.

The third component is “Evolve underlying technology and standard to position the RIMF for future requirements and demands”. MCS standards is still work in progress and a FLOW workshop has been scheduled for the new fiscal year.

Opportunities and Issues – With RIMF2 now completed there is more potential for greater collaboration with members and regional partners having access to the different national and regional datasets. While FFA has delivered results against the metrics outlined above, there are two areas for strategic consideration that need to be addressed before the IMS/RIMF could be classed as fully effective. The first relates to the ability to integrate data and access across systems that are being developed by different organisations. FFA and SPC have an established ability and practice of sharing data across systems. There is little data sharing at the present time between FFA and PNA systems. The second area is to review the design process and modality for IMS modules to improve efficiency and consistency while still respecting national needs. This area is one of ongoing executive direction and member and donor consultation to ensure that efficient and effective outcomes are pursued.

KRA5 Effective operation and enhancement of the Secretariats ICT infrastructure and Services

Purpose/Theory of Change – Effective operation and enhancement of the Secretariat’s ICT infrastructure and services will enable efficient and timely work by staff to economically and effectively address agency and member needs.

Success Indicators – The Secretariat’s ICT infrastructure and Services enable staff to perform their work effectively and meet the needs of staff and stakeholders.

Assessment of progress – Great strides have been made in this area with the completion of the FFA internal audit of the FFA ISMS and implementation of the recommendations completed, and a review of the ISMS underway and external audit of the FFA IMS including RIMF. Over the period, a consultant conducted a full review of the ICT infrastructure.

There are 3 components in this KRA.

The first is “Operate and maintain a secure ICT environment that is FFA ISMS compliant”. Two activities are under this component. The first is “FFA ISMS compliance is strengthened. A consultant reviewed the ISMS and ICT operations. The Report of the Review was referred to the MCSWG21 for consideration. Under the second activity “FFA ICT security enhanced” the main achievements were; certification of staff in Cybersecurity and implementation of the Network-vulnerability Scanning system.

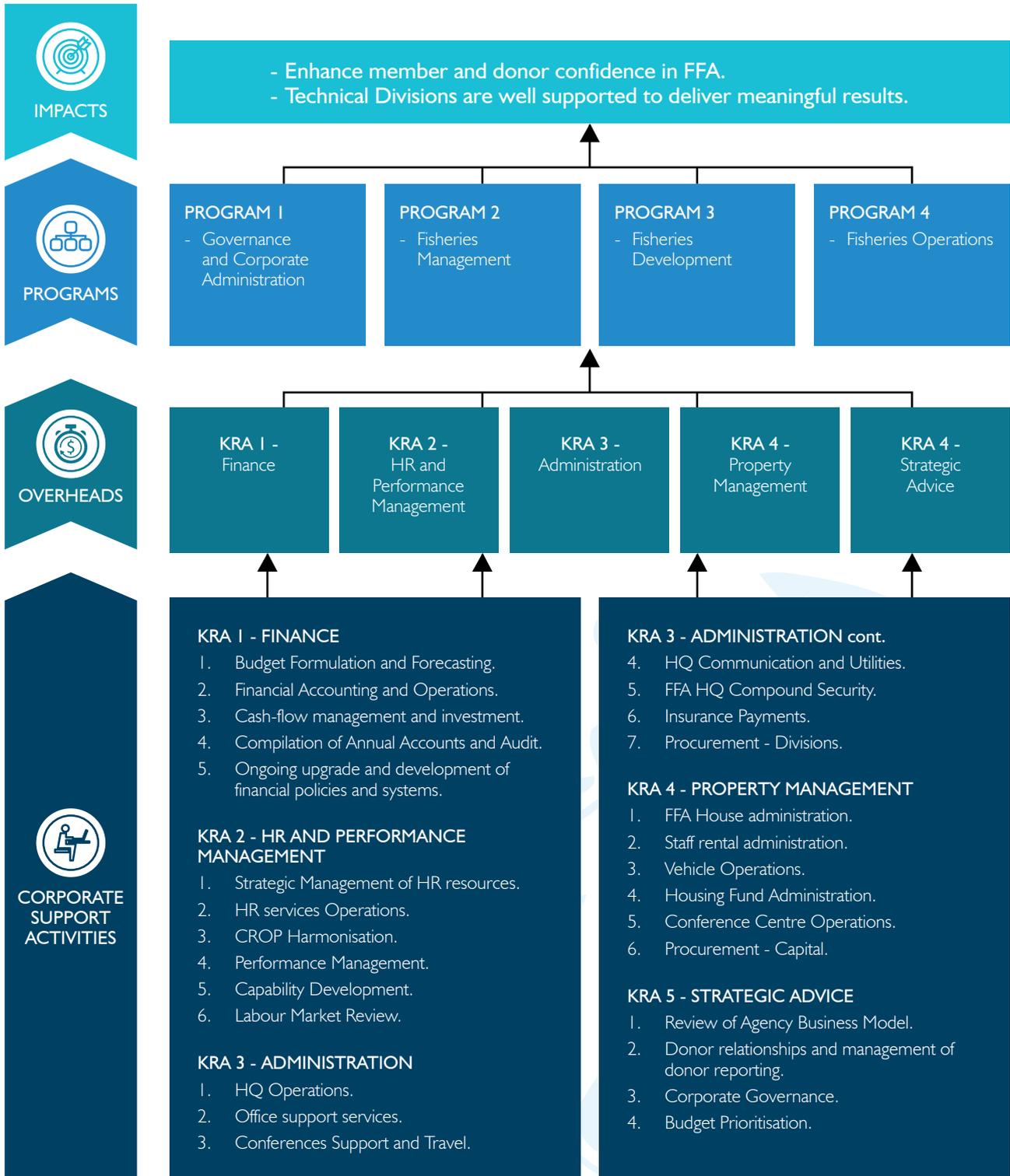
The second component is “Maintain the effective operation of the Secretariat ICT infrastructure including Disaster Recovery and external sites”. There are 2 activities under this component. “Review and strengthen ICT infrastructure” – this has been completed and now in process of upgrading ICT infrastructure. “FFA Disaster Recovery procedures tested and improved” – upgrade will be part of the infrastructure upgrade.

The third component “Maintain a high level of ICT service delivery in support of Secretariat operations” comprises of 4 activities. The first Activity “Maintain ICT resources and develop staff capability” included planned training for staff following FFC approval of EPAI Staff training and development. The second activity “Helpdesk support services and FFA online resources improved” saw 430 assigned helpdesk tickets recorded with 347 tickets resolved. Couple of tools were purchased for ICTSO. Two tenders were conducted including the tender for the supply of storage devices for ICT infrastructure upgrade project. Other activities including “New technology and services introduced to support Secretariat operation” and “Corporate Systems – Payroll, Orange HRIS and FI” saw ICT working closely with the engineer from the consultant firm to successfully set up the EDRMS (Electronic Data Record Management System) which is now being trialled. ICT also supports Corporate Services in its corporate information systems.

Opportunities and Issues – EDRMS is new and undergoing testing. At present the internet connectivity and security of the infrastructure (currently being upgraded) has limited the availability of the system remotely. New submarine fibre coming online in late 2019 is expected to improve the connectivity of the agency and ICT operations/services generally.

E. CORPORATE SERVICES RESULTS DIAGRAM

STRATEGIC OUTCOME: DELIVER BEST PRACTICE ADMINISTRATION AND MANAGEMENT OF THE SECRETARIAT



E. Corporate Services



DESCRIPTION

CSD is responsible for the overall financial and human resources management of the Agency. The Director of Corporate Services is Perry Head from Australia. The two main sections are Finance and Human Resources, Administration and Performance Management which has six internationally recruited staff and 19 staff in positions advertised locally. In addition to the day to day financial and human resources management of the Agency, key outputs from the Division include the Annual Work Program and Budget (AWPB), the Statement of Intent (SOI) and the Annual Report.

CSD also takes on a significant role in assisting HLA with Strategic Management, matching program priorities to resources and participating more actively in donor liaison, corporate reform and forward-planning processes. Sustaining Corporate Governance is also a key function of the Division.

PROGRESS REPORT

Progress for each of the Key Result Area is as follows;

KRA1 Effective and ethical management of the Agency's financial resources.

Assessment of progress – The finance and administration teams continued to deliver high quality accounts management often under pressing deadlines. Compliance with Internal controls and Procurement processes was high. The external audit outcome was unqualified, as was the case with several donor-mandated audits including for the FAO, UNDP and World Bank. The implementation of a new Budget Module within the Technology One financial system requires further review and refinement to improve efficiency and effectiveness effortlessly achieved by the previous manual process. The Director CSD has worked closely with HLA and the Internal Auditor to progress priority internal assessments and actions.

The Audit Committee record for the May 2018 meeting reflects strong confidence by the members in the integrity, transparency and clarity of CSD's papers and publications, underpinning the level of confidence in the overall governance of the Agency.

Opportunities and Issues – Opportunities exist to further improve the efficiency and to streamline the workflows in accounts management. This will be further progressed in the new year. The volatility of international finance markets dictates that attention to foreign exchange practices be sustained with the implementation of a hedging trial and ongoing strategy going forward



KRA2 High performing Human Resources are recruited and managed effectively underpinned by a sound Performance Management System

Assessment of progress – CSD completed sixteen (16) new recruitments (12 PAIs and 4 PALs) in the year and several staff were reappointed under further contracts. Selection of ten other PAI posts were yet to be completed by end of June 2018,

During the year, a revised Performance Management System was implemented for all staff. Good progress was made in completing outstanding individual performance processes including through an internal review of performance management and appraisal processes and the drafting of new formats to apply from the 2017/18 year. The completion and promulgation of a new Salary Advancement Policy in June 2017 will also underpin this work. CSD implemented an approved outstanding salary increase for staff in Positions Advertised Internationally (the second of two Reference Market Movements from 2012), participated in the 2016/2017 Solomon Islands Labour Market Survey and subsequently implemented a salary increase for staff in Positions Advertised Locally.

The HR and Performance Management Unit in tandem with Fisheries Operations (IT) continued work on the Orange HRIS to enable improved management of staff database, develop self-service capacity and integrate with the payroll and to promote broader interface with the Technology One system.

Opportunities and Issues – Full implementation of the new Individual Performance Management (IPM) System was progressed during the year. For FY2017/18 the Individual Performance Agreements, which have been agreed for work activities and responsibilities in September 2017 will now be used in July – August 2018 to appraise performance of staff. For FY2018/19, Divisional Workplans and Performance Agreements were developed in tandem with the Statement of Intent 18/19 process. Staff performance will be appraised on these in July-August 2019. Work on SOI-AWPB linkages has been ongoing and is expected to be completed in the new fiscal year.



KRA3 The Agency is effectively administered including in terms of office support, travel and all physical assets.

Assessment of progress – CSD made a major contribution to overall Corporate Governance through the policy development described in more detail in the HLA section of this Annual report. This included a considerable upgrade in the transparency of, and adherence to Procurement policies. Significant progress with FFA infrastructure enhancement was sustained with cost-effective purchase and disposal of assets. The FFA headquarters and Conference Centre underwent ongoing maintenance over the year, with some unscheduled overhauls to the air-conditioning systems. Travel services were maintained with timely performance and targets met in terms of advance bookings and cost savings.

Opportunities and Issues – The Honiara physical environment is severe and proactive asset management matched to available resources is a constant requirement



KRA4 FFA property is maintained with high occupancy and optimal revenue flows into a self-funding and sustainable Housing Fund.

Assessment of progress – All FFA houses were regularly maintained and by the completion of the year were 100% occupied by FFA staff and families. This was significantly achieved due to a refit and upgrade made possible due to enhanced donor support, particularly from New Zealand. The Housing Valuation required under IPSAS was completed and implemented, although falling rental prices in Honiara created little change in rental profiles.

Opportunities and Issues – An internal audit report from mid-2016 provided useful guidance on the enhanced management of FFA-owned housing. The recommendations are being progressively implemented where feasible and will be further pursued in the coming year, together with the advice obtained in the current review of ongoing maintenance needs. With the closure of RAMSI, and the implementation of a follow-on policing support program, housing prices are expected to increase again as police officers currently housed at the RAMSI base are replaced by officers living in the community.

Services for Members Countries



COUNTRIES	SERVICES PROVIDED
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1. Australia



- Responded to queries on IUU fishing estimates
- Liaison with regard to support to OPOC
- SP Tuna Long line policy
- Develop and implement employment standard (NZ-IEEB)

2. Cook Islands



- Support for FFC through TVM project funds
- Social impact study/community consultation on planned development of Penrhyn Islands a transshipment base.
- Annual FFC and Ministerial Meeting
- UST Annual Consultation
- MCS Officer Foundation Course
- JPF – Strengthening awareness, profile and information
- MCS TCC
- VMS Fellowship
- NIMS system development
- Training in fish policies investment appraisal
- MCSWG TA
- MCS Training Review
- NTSA workshop
- Investment appraisal and facilitation
- RSIS workshop

3. FSM



- UST Annual Consultation
- FFC Annual Officials and Ministerial meetings
- Access Briefs
- VMS Onsite support
- Boundary Delimitation
- MCS Officer Foundation Course
- Legal Advice
- NIMS development
- Basic Observer Training & Certification
- Capacity building in fisheries related economics
- Development of a fisheries investment policy
- Economic analysis and advice on management of the longline fishery
- Port State Measures advice
- RSIS workshop
- Continued assistance to assess the costs of access fee concessions for the domestic fleet
- Assistance with development of a national competent authority, including vessel inspections

3. [FSM cont.](#)

- Assistance with catch documentation/certification
- SME supported to attend regional tuna forum
- NTSA workshop
- Legislative Review
- Legal Attachment
- Funded attachment to SPC Geoscience Division

4. [Fiji](#)



- Provision of legal advice
- Managing media and networking
- FFC Annual Ministerial meeting
- Economic Indicators Collection
- Boundary Delimitation
- MCS attachments
- MCS Officer Foundation course
- Assessing national activities
- Strengthening awareness, profile and information
- Pacific Fisheries Training Programme activities
- Niue Treaty
- Operational UST advice on Admin
- MCSWG TA
- Regional consultation/workshop (FAO/GEF)
- Basic Observer Training & Certification
- Cert IV PIRFO Training and Assessor Course
- SP Longline policy
- Capacity building in Fisheries related economics
- Port State Measures advice
- MCS training and review
- Develop and implement employment standard
- Investment appraisal & facilitation
- Support for sanitary competent authority
- Advice on managing traceability for MSC certification
- Support for tuna exporters to participate in seafood expo
- Industry association and an SME supported to attend Tuna forum
- Assistance with review of tuna development plan
- Support to Catch Certification and traceability
- NTSA workshop
- Legal attachment for 1 law graduate
- High seas consultation
- RSIS workshop

5. Kiribati



- Annual FFC Officials and Ministerial Meetings
- MCS Officer Foundation Course
- Economics of management
- NIMS development
- Training in fisheries policies investment appraisal
- MCSWG TA
- Port State measures advice
- Develop and implement employment standards
- Advice and technical support to enable compliance
- High seas consultation
- RSIS workshop
- Support to sanitary CA
- Assistance in addressing the EU yellow card and listing of the IUU competent authority
- Analysis of economic impact on fisheries of the PIPA
- Study on feasibility of national involvement in fuel bunkering
- Support for industry participation in seafood expo
- SME support to attend regional tuna forum
- Vessel review undertaken for cooperative fishing venture
- Legal capacity and prosecution support
- Legislative assistance
- Development of Judicial Benchbook
- Legal attachment
- NTSA workshop

6. Marshall Is



- UST Annual Consultation
- Annual FFC Officials and Ministerial Meetings
- VMS Onsite staff support
- NIMS development
- Training in Fish policies investment appraisal
- MCSWG TA
- Port State Measures
- RMCSS Review/Development
- Develop and implement employment standard
- Work on securing WB funding for the development of a business case for a transshipment base;
- Advice on development of a national competent authority
- Legislative Review
- NTSA workshop
- High Seas consultation
- RSIS workshop

7. [Nauru](#)



- UST Annual consultation
- Annual FFC Officials and Ministerial Meeting
- Legal fellowship
- RMCSS Review/Development
- MCS Officer Foundation Course
- NIMS development
- Training in Fish policies investment appraisal
- MCSWG TA
- Basic Observer training & Certification
- SP Longline Policy – Regional catch management scheme
- Capacity building in Fisheries related economics
- Port state measures
- MCS NPOA IUU
- NTSA workshop
- High seas consultation
- RSIS workshop
- Cost/benefit analysis of proposed purse seine fishing joint venture
- Legislative review

8. [New Zealand](#)



- Responded to request for information on WTO fisheries subsidy negotiations
- Managing media and network
- RSIS workshop

9. [Niue](#)



- Annual FFC Officials and Ministerial Meetings
- JPF Meeting costs
- Support development of National MCS Plans
- NIMS development
- MCSWG TA
- SP Long Line policy
- MCS Training and Review
- NTSA workshop
- RSIS workshop
- Provision of economic assessment on proposed large scale marine protected area.
- Legislative Review

10. [Palau](#)



- UST Annual Consultation
- Annual FFC Officials and Ministerial Meetings
- JPF Strengthening awareness, profile and information
- Fisheries Development Planning
- NIMS development
- Capacity building in Fisheries related economics
- Port state measures advice
- NTSA workshop
- High seas consultation
- RSIS workshop
- Contributed to tuna development strategy
- Economic analysis of the viability of a tuna industry under the Marine Sanctuary legislation

11. PNG



- Legal Capacity and prosecution support
- Annual FFC Officials and Ministerial Meetings
- Economic Indicators collection
- JPF Meeting costs
- Access briefs
- JPF Strengthening awareness, profile and information
- MCS TCC
- Training in Fish policies, investment appraisals
- MCS Analyst and Advisor (VMS) assistance
- Basic Observer Training and Certification
- Capacity building in Fisheries related economics
- Develop and implement employment standards
- SP Tuna Long line policy
- High seas consultation
- RSIS workshop
- Study of options to increase offloading of tuna to processing plants through Lae Port;
- Due diligence of proposed tuna processing investment in East New Britain;
- Assistance to sanitary CA including support during audit by DG Sante
- Bio-economic analysis of tuna longline sector
- Participation in young leaders in the defence sector meeting
- Feasibility study of greenfield fishing port development at Wagang, near Lae.
- Support to Catch Certification and compliance

12. Samoa



- UST Annual Consultation
- Legal advice
- Annual FFC Officials and Ministerial Meetings
- Boundary delimitation
- MCS Attachments
- MCS Officer Foundation Course
- NIMS development
- MCS TCC
- Training in Fisheries policies investment appraisals
- MCSWG TA
- Basic Observer Training and certification
- SP Long line policy
- Capacity building in Fisheries related economics
- RMCSS review/development
- NTSA workshop
- Develop and implement employment standards
- MCS Training and review
- Support for sanitary CA
- Understand the implications of the Port State Measures Agreement
- Funded attachment to SPC Geoscience Division
- Assistance in identifying investor for local tuna fishing company

13. Solomon Is



- Annual FFC Officials and Ministerial Meetings
- MCS Officer Foundation Course
- JPF Strengthening awareness, profile and information
- Training in Fish Investment policies
- MCS Training and Review
- Gender implementation
- Assistance to sanitary CA including support during audit by DG Sante
- Assistance with tuna management and development plan review
- Feasibility study for regional processing hub in Solomons Is.
- Legislative assistance
- Legal attachments for law graduates

14. Tokelau



- UST Consultation
- Annual FFC Officials and Ministerial Meetings
- MCSWG TA
- NTSA workshop

15. Tonga



- Annual Consultation
 - Legal Advice
 - Annual FFC Officials and Ministerial Meetings
 - Economic Indicators
 - Boundary Delimitation
 - MCS Officers Foundation Course
 - Strengthening awareness, profile and information
 - Training in Fish policies investment proposals
 - NIMS development
 - Fisheries Development Planning
 - MCSWG TA
 - MCS Attachments
 - Technical support for SIDS Mgt. Plans & Policies
 - Observer Program administration
 - SP Tuna Long line policy
 - Capacity building in Fisheries related economics
 - NTSA workshop
 - Develop and implement employment standards
 - Review of tuna longline licensing fees
 - Understand the implications of the Port State Measures Agreement
 - High seas consultation
 - RSIS workshop
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16. Tuvalu



- UST Annual Consultations
- Legal advice
- Managing media and networking
- Annual FFC Officials and Ministerial Meetings
- Legal fellowship
- In-country national priority
- Assessing national activities
- MCS TCC
 - Fisheries Development planning
- NIMS development
- Regional consultation workshop
- Basic Observer Training and consultation
- SP Tuna Long line policy
- Capacity building in Fisheries related economics
- MCS NPOA IUU
- NTSA workshop
- Develop and implement employment standards
- Investment appraisal and facilitation
- High seas consultation
- RSIS workshop
- Support for reform of National Fishing Corporation
- Evaluation of new purse seine JV proposal including vessel valuation
- Assistance with legal issues with another JV and vessel valuation
- Assistance in addressing EU yellow card
- Finalisation of development component of the Tuna Management and Development Plan
- Legislative assistance

17. Vanuatu



- Annual FFC Officials and Ministerial Meetings
- Economics of Management
- Boundary delimitation
- MCS Officers Foundation Course
- Pacific Fisheries Training programme
- MCS TCC
- Regional consultation/workshop
- Basic Observer Training & Consultation
- SP Long line policy
- Capacity building in Fisheries related economics
- Port state measures
- MCS Training and Review
- NTSA workshop
- Develop and implement employment standards
- Investment appraisal and facilitation
- RSIS workshop
- Assistance with Sino-Van joint venture negotiations
- National economic workshop
- Proposal for restructure of Fisheries Department developed
- Support for sanitary CA
- Support for IUU Catch Documentation
- Legislative assistance

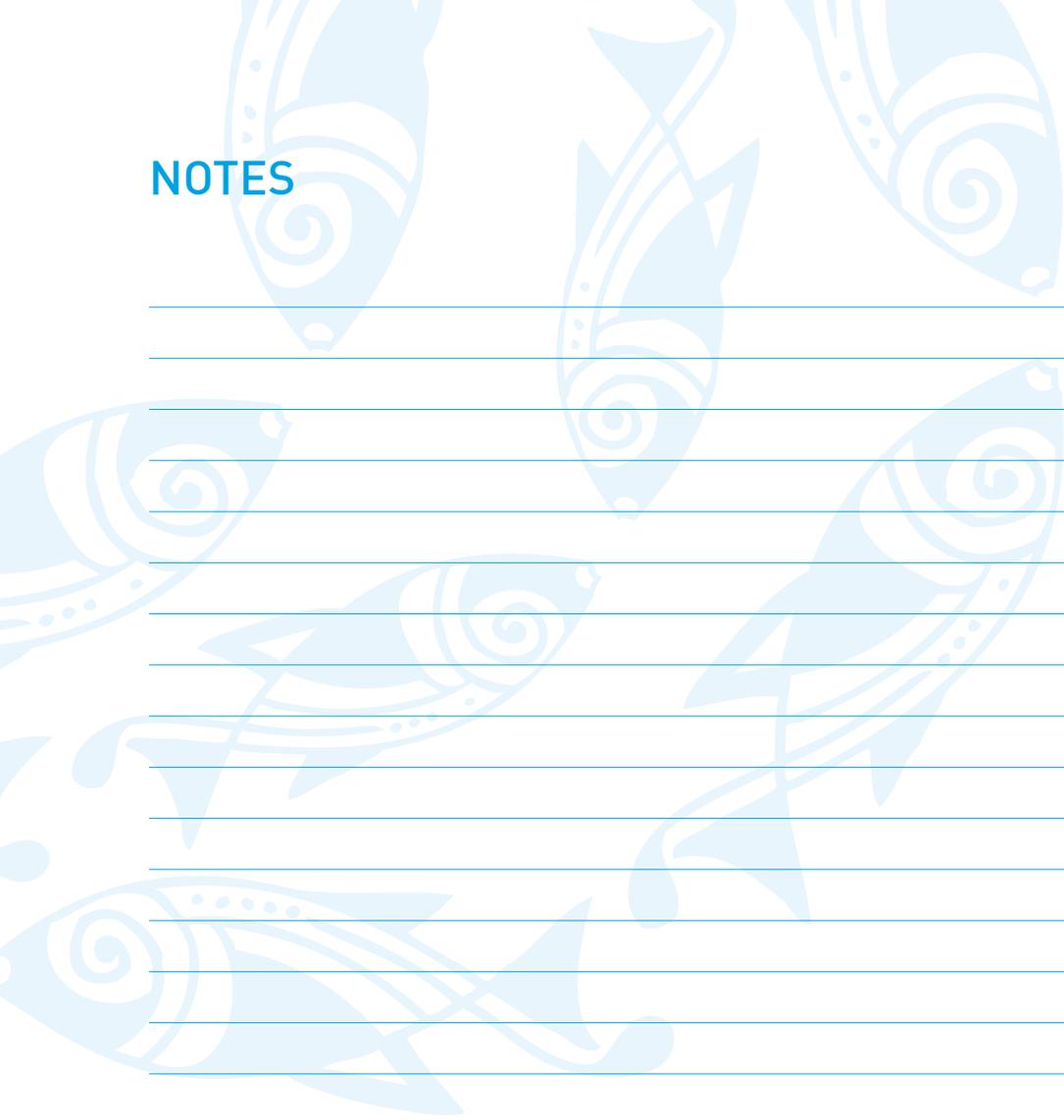
18. Regional

- Regional economics training course for fisheries managers
- Regional expert workshop to develop crewing standards
- Economic analysis in support of US treaty meeting, WCPFC Scientific Committee and other regional processes
- Economic analysis in support of reform of the tuna longline sector
- Collection and publication of economic indicators and development statistics
- Publication and dissemination of the Tuna Industry news and Longline industry intelligence study
- Circulation of a brief on the US Seafood Import Monitoring Programme Fisheries Trade and Policy workshop
- FFA Compliance Monitoring Scheme workshop
- FFA/PNA Prosecutors and Observers Workshop
- FFA/PNA Observer Insurance workshop
- Fisheries Negotiations Course
- NTSA Workshop

19. Sub-regional

- Support for VDS strengthening and observer training for PNA (PROP project)
- Provided resource person to PFTAC meeting on managing access fee revenues for PNA +TK + CK
- Technical support to Pacific Island WTO members in the fisheries subsidies process (3 workshops)
- Continued support and provision of economic analysis for PNA meetings on request of the PNAO
- Designated laboratory audit for Fiji and Kiribati and Solomon

NOTES



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