

Two major projects started towards the end of the financial year – the long-awaited GEF 2nd Oceanic Fisheries Management Project, and the World Bank Pacific Regional Oceanscape Programme.

Achievements against Key Result Areas:

Key Result Areas & Key Outputs	Budgeted activities	Actual Progress
1. National policy and administrative decisions guided by robust management frameworks	<ul style="list-style-type: none"> Assistance in addressing regional reporting requirements Reviews of national institutional strengthening requirements Assistance in developing other national management measures and plans of action 	<ul style="list-style-type: none"> WCPFC obligations workshops held in RMI, FSM Institutional reviews or follow-ups in FSM, Tonga, Samoa. National fishery management measures or plans of action supported in Vanuatu, Cook Islands, Tonga, FSM, and Kiribati
2. FFA members engage effectively with regional fisheries management processes and drive the development of regional measures that achieve their aims	<ul style="list-style-type: none"> Annual WCPFC meeting support (preparation of briefs and convening consultation) WCPFC scientific committee meeting support (preparation of briefs and convening consultation) WCPFC pre-assessment workshop participation WCPFC Technical and Compliance Committee meeting support (joint with FOD and legal unit) WCPFC Northern Committee support (briefings) Convening Annual Management Options Consultation 	<ul style="list-style-type: none"> FFC92 convened to discuss briefs and prepare agreed regional talking points. FFA science working group convened to discuss briefs and prepare agreed regional talking points. Took part in pre-assessment workshop A fisheries management adviser took major part in pre-TCC FFA meeting, and brief preparation WCPFC NC briefs prepared and support to FFA members there MOC10 held and 9 formal outputs agreed by FFC91 for transmission to WCPFC
3. FFA members engage effectively in sub-regional fishery management arrangements and consultative processes	<ul style="list-style-type: none"> Convention of Tokelau Arrangement meetings and policy support to SC-SPTBF Policy support to FFA members at SPRFMO Policy support to and liaison with members at PNA and associated meetings Policy support to Te Vaka Moana meetings Policy support to Melanesian Spearhead FTAC 	<ul style="list-style-type: none"> SC-SPTBF17 held in Oct 2014 and first TKA meeting held in May 2015 SPRFMO3 attended – support not required PNA meeting attended and policy directions coordinated on LL-VDS FDD attended Awaiting notice of meeting, at time of writing.
4. Major fisheries management project and treaty funds are effectively administered	<ul style="list-style-type: none"> US Treaty GEF Oceanic Fisheries Management Project 2 World Bank Pacific Regional Oceanscape Programme – regional components 	<ul style="list-style-type: none"> 3 negotiations, PIPs and TDGs held, funds disbursed, data entered, and PDF administered Project inception in May 2015. Manager recruited Programme inception in June 2015

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Impacts

- FFA members continue to drive most of the progress at WCPFC;
- Tokelau Arrangement opens door for south Pacific albacore fisheries to benefit from collaborative zone-based management, in addition to the PNA tropical purse-seine and bigeye/yellowfin longline fisheries;
- Most FFA members continue to score better than other CCMs under the WCPFC Compliance Monitoring Scheme;
- Further progress made towards conservation of key shark species with WCPFC agreement of a strengthened shark CMM that also bans the use of shark lines or wire traces;
- Skipjack, Yellowfin and Albacore stocks remain biologically sustainable within MSY-based reference points;
- WCPFC agrees process leading towards the establishment of Harvest Strategies for key regional stocks.

Issues

- Further “yellow cards” for FFA members from the European Commission. The EC’s judgment that the national fishery management procedures of these members may potentially allow IUU fish to enter the EU market may require urgent rewriting/updating of national policies and plans in order to satisfy these judgments, even though some of them are based on non-binding instruments and different priorities to those of FFA members.
- The component of the southern albacore stock that supports the TKA longline fishery is not abundant enough to support long-term economically viable catch rates, despite the biological health of the overall stock, and rising levels of fishing capacity and effort by Chinese and Taiwanese vessels are not improving matters. Longline catches need to be limited across the range of the stock in a way that recognizes the economic factors and SIDS special requirements allowed for by the WCPFC Convention and UNFSA.
- The bigeye tuna stock assessed to be overfished for the first time, despite FFA member attempts to tighten up the WCPFC tropical tuna measure in a way that would not add to the disproportionate burden of conservation action shouldered by PNA+ . Action being taken by PNA+ on FAD charging may reduce some of the purse-seine impact on bigeye fishing mortality, but the longline fishery continues to contribute significantly to fishing mortality and no progress has been made on additional measures.



B. Fisheries Development Output, Results and Outcomes Flow

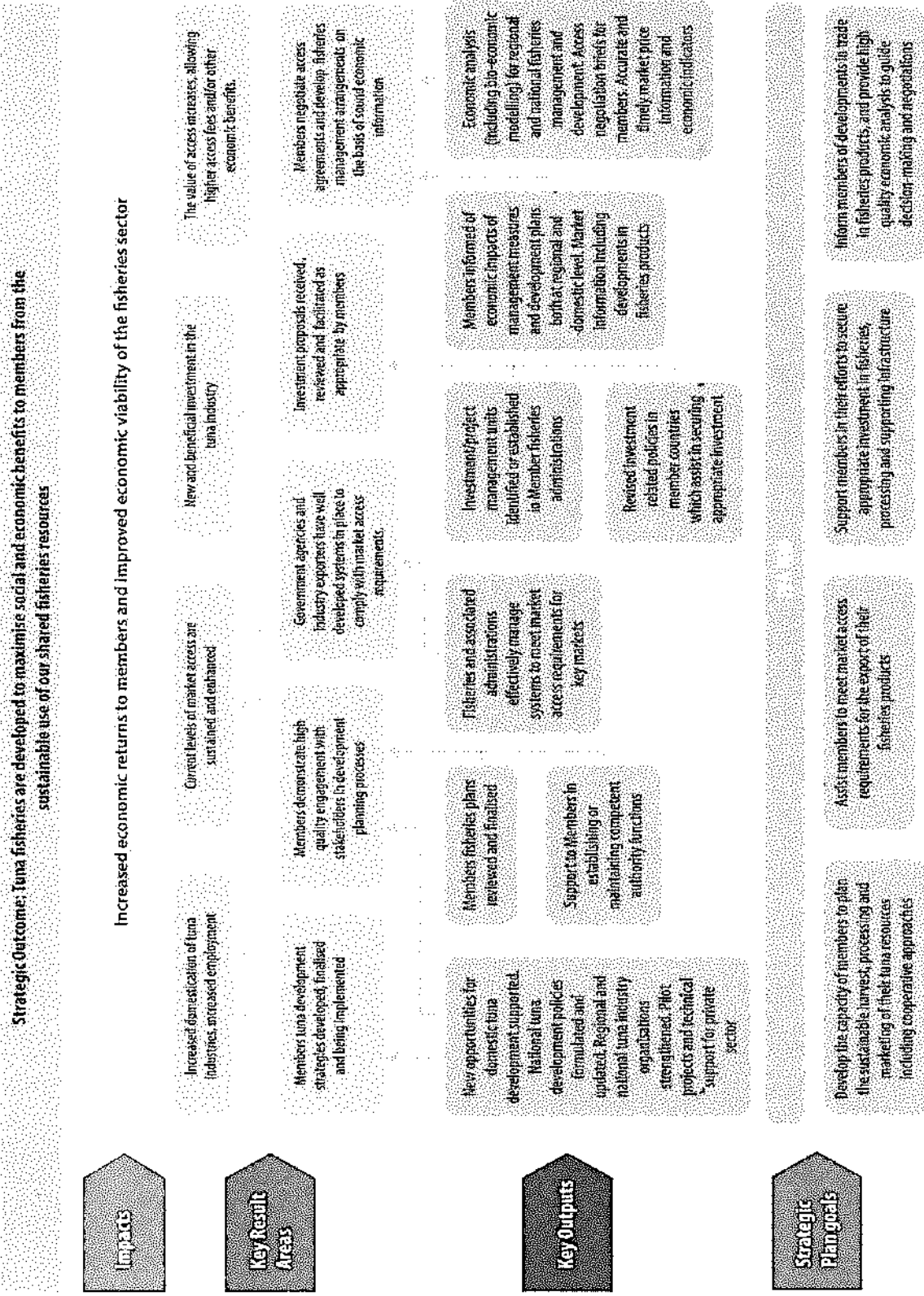




Photo by JFA Mada

C. Fisheries Development

FFA is mandated to ensure that Tuna fisheries and related industries are developed to maximise social and economic benefits to members through the work of the Fisheries Development Division.

The Division has four units; Economic Intelligence, Fisheries Development Support, Investment Facilitation and Trade and Export Facilitation. The EU funded DevFish2 project is also managed and coordinated here. The Division is headed by Mike Batty, with a total of twelve internationally recruited staff.

FY15/16 was a year of transition to the new FFA Strategic Plan 2014-2020. The results diagram for Divisions including the one below which depicts the work undertaken by the Fisheries Development over the year was developed to reflect the new FFA Strategic Plan and to replace the previous intentions under the Strategic Plan 2005-2020.

Summary of Progress

In the area of Economic Intelligence (EI) a range of economic data was collected and analysed. As in previous years, this included monitoring prices for the main tuna products in multiple export markets, developing estimates of the value of tuna catches across the region, and monitoring key economic indicators. For the latter, FFA funds collection agents in 12 countries. During the year the data provided was reviewed by FFA staff and arrangements changed in some cases.

EI staff also contributed to the development of a multi-fishery WCPO bio economic model (with SPC), and provided inputs and comments on models developed for the economics of the purse seine fishery and profitability of vessels developed by PNAO. Economic modeling was used to develop national management advice for several countries; and a training workshop on the bio-economics of the southern albacore fishery was completed.

Fisheries Development Support mainly provides assistance with the production and review of national tuna development plans – support was provided to four countries with two plans finalised. In other work, national reviews of the use of HCFC refrigerant gases are helping inform members on the compliance status of fisheries refrigeration equipment.

Investment facilitation work is demand driven and this year focused mainly on Papua New Guinea with an in-country adviser assisting with various reforms. The development of a fisheries investment policy for one of the Provincial Governments, which will serve as a model for the other maritime Provinces, was also completed. Support to the private sector included energy audits of two tuna processing plants.

In the area of trade, support was provided to fisheries officials engaged in the negotiation of an Economic Partnership Agreement with the EU; and a newsletter on trade and industry issues produced every two months. Market access has assumed growing importance in the Division's work programme. Focused on the EU market, the adviser has had a full programme supporting both the competent authorities for sanitary standards and assisting members meet the certification requirements under the IUU regulation. This work is reported in more detail elsewhere in the report.

The Fisheries Development work programme was generally well resourced during the year, benefiting from funds provided under the Australian Fisheries for Food Security Programme during the first six months of the year, and additional Australian programme funding for the remainder. The DevFish 2 project also received funds promptly, allowing the work programme to be implemented on schedule. Development of an EDF11 concept for a comprehensive fisheries programme has been a priority for potential new funding for 2016 onwards. Project support from New Zealand for investment facilitation and market access was provided during the year and will continue through 2015/16.

The following are the Divisions achievements over the year against Key Result Areas:

Impacts & Key Result Areas	Indicators & Activities planned	Actual Progress
1. Increased domestication of tuna industries – greater employment:	<ul style="list-style-type: none"> Employment in the sector increased from 16,400 in 2012 to 18,100 in 2013 (the most recent year for which data is currently available) 	<ul style="list-style-type: none"> Clearly FFA does not directly provide this employment, which is mainly in processing, but various programmes such as market access and observer training have contributed to the growth in jobs.
2. Members tuna development strategies developed, finalised and being implemented:	<ul style="list-style-type: none"> Development plans prepared or reviewed for 3 countries 	<ul style="list-style-type: none"> Plans have been prepared for Marshall Islands, FSM, Tonga and in progress for Tuvalu (the latter two in conjunction with review of the tuna management plans). A provincial development strategy was designed for PNG.
3. Members demonstrate high quality engagement with stakeholders in development planning processes:	<ul style="list-style-type: none"> All development plans involve stakeholder consultation at the national level. 	<ul style="list-style-type: none"> Development planning processes all require stakeholder consultations, and normally include establishment of advisory committees. Support for the regional Tuna Industry Association (PITIA) also provided.
4. Current levels of market access are sustained and enhanced:	<ul style="list-style-type: none"> Number of countries (and processing plants) authorized to export to EU remains unchanged from 2012/13 (3 and 9) 	<ul style="list-style-type: none"> Although good progress has been made with a 4th country, a new approach is need for sanitary standards; the IUU regulation has created new challenges for existing exporters.
5. Government agencies and industry exporters have well developed systems in place to comply with market access requirements:	<ul style="list-style-type: none"> No country with a competent authority loses market access; No FFA member is red-carded under the IUU regulation. 	<ul style="list-style-type: none"> Competent authorities in PNG, Solomon Islands and Fiji received substantial support. Assistance provided to Kiribati. Regional CA study launched. IUU yellow cards lifted for Fiji and Vanuatu. There was little progress in the EPA negotiation.
6. New and beneficial investment in the tuna industry:	<ul style="list-style-type: none"> New processing plants and joint venture fishing operations approved; benefits evaluated carefully for new and existing arrangements. 	<ul style="list-style-type: none"> FFA's role in transaction facilitation has declined, but review of benefits of domestic development remains a priority for members.
7. Investment proposals received, reviewed and facilitated as appropriate by members:	<ul style="list-style-type: none"> Evaluation and support provided for at least 3 countries per year. 	<ul style="list-style-type: none"> Analysis of economic impacts of existing and proposed investments carried out in FSM and Samoa. Support for existing investor in Fiji.
8. The value of access increases, allowing higher access fees and/or other economic benefits:	<ul style="list-style-type: none"> The PNA VDS continues to drive up the value of access in the purse seine fishery. Payments under the UST increased by nearly 50%. 	<ul style="list-style-type: none"> Countries are not generally requesting assistance with bilateral access negotiations, as a result of increased national capacity.

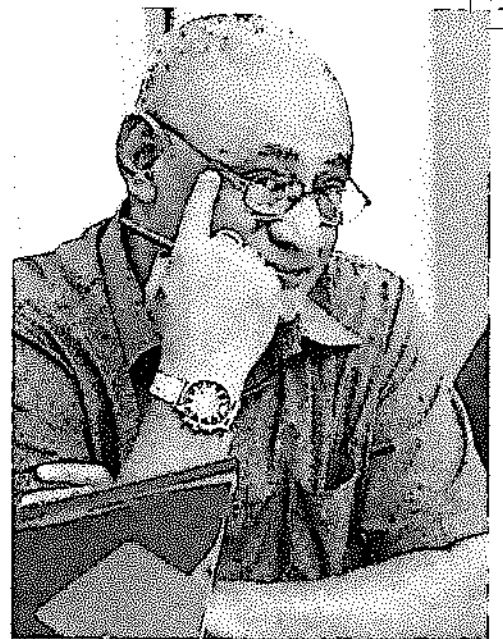
Impacts & Key Result Areas	Indicators & Activities planned	Actual Progress
<p>9. Members negotiate access agreements and develop fisheries management arrangements on the basis of sound economic information:</p>	<ul style="list-style-type: none"> Economic analysis used to develop strategy for access; bio-economic analysis used for national management limits (e.g. in the longline fishery). 	<ul style="list-style-type: none"> VDS review completed for PNA. National advice on longline limits provided for Vanuatu and Tonga.

Opportunities

The high value of access to the purse seine fishery creates opportunities to leverage additional development benefits, but there is a need to weigh these carefully against the cost of concessions provided. The Southern longline fishery is benefiting from reduced fuel costs and higher albacore prices, providing some breathing space for local companies, but action to address low catch per unit effort is needed before this fishery can be recommended to investors. The Division's stronger support for market access should open up the possibility of exporting to the EU for several countries that have so far been unable to do so.



Photo by FFA Mekeo



B. Fisheries Operations Output, Results and Outcomes Flow

Strategic outcome: Benefits to FFA members from fisheries are reinforced by robust Monitoring, Control and Surveillance in support of fisheries management frameworks

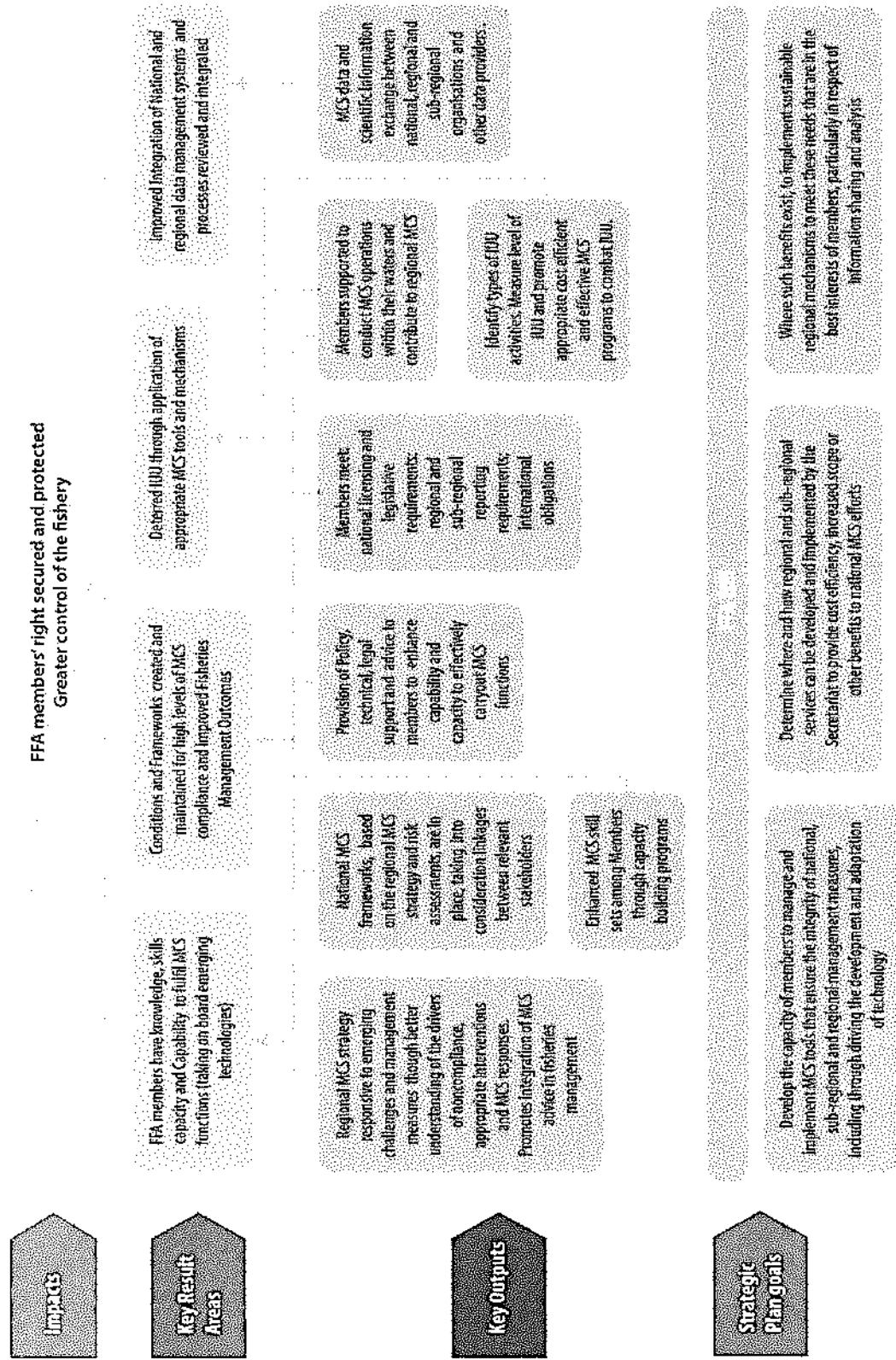




Photo by FFA Media

D. Fisheries Operations

The Fisheries Operations Division is charged to ensure that the integrity of management measures for tuna and other important fisheries resources is maintained through high level of compliance. Headed by Director, Noan Pakop, the Operations Division is made up of four Units/Sub-outputs, MCS (including the Regional Fisheries Surveillance Centre), the Observer Programme, the Vessel Monitoring System and Information Technology (including the Library). The Operations Division has thirteen internationally recruited staff including two seconded officers from the Australian and New Zealand Defence forces and sixteen locally advertised posts held by Solomon Islanders.

FY15/16 was a year of transition to the new FFA Strategic Plan 2014-2020. The results diagram for Divisions including the one below which depicts the work undertaken by the Fisheries Operations over the year was developed to reflect the new FFA Strategic Plan and to replace the previous intentions under the Strategic Plan 2005-2020.

The medium term Key Result Areas pursued by the Fisheries Operations Division to enable securing and protecting FFA members' rights as well as greater control of the fishery are:

- Building capability of FFA members to fulfil their MCS functions
- Create and maintain conditions and frameworks to enable high levels of MCS compliance
- Application of appropriate MCS tools and mechanism to deter IUU
- Improve integration of national and regional data management systems and processes.

Summary of Progress

Overall, the Division was able, to a large extent, to deliver the key tasks as required.

Despite starting the year with a number of vacant positions, the filling of those posts internally, including a couple with existing technical staff promoted from Positions Advertised Locally, meant that much of the work progressed smoothly. However, a couple of the positions were not filled for an extended period of time making work in that area an additional burden to existing staff.

Key Results Achieved

Capacity Building.

Several interventions were undertaken to address knowledge and skill gaps. The results are listed below;

- 22 MCS Officers trained and achieved competent status under the first MCS Foundation Course. Targeted in-country Dockside Boarding & Inspection workshops, were also carried out at members' request.
- MCS Officers benefitting from trainings at FFA: 24 MCS officers attached to FFA during surveillance Operations, and 16 MCS officers on general MCS attachments.
- For the Observer Program a total of 81 observers were fully accredited during the year, with fifty five(55) being new recruits and thirty one (32) cadets being upgraded to full observer status.

Other developments included:

- The Pacific Islands Regional Fisheries Observer (PIRFO) Certification Management Committee was set up to oversee accreditation standards of all PIRFO training for Observers, Debriefers, Trainers and Managers. This development has enabled PIRFO certification to be on par with other international qualifications.
- Two new training qualifications/programmes were also developed and delivered. These are (1) improving Observer Managers skills through the PIRFO Frontline Manager programme and (2) Assessors workshop to qualify Trainers to become Trainer Assessors

Frameworks to enable high levels of Compliance

Results in this area included the following:

- Full cost recovery mechanism for subregional programmes and national Observer programmes developed and now adopted and fully implemented in one country. Five other countries are incorporating it into their national finance systems before implementation.
- Adoption of the Regional Observers Procedures Manual by members.
- The Secretariat assisted 5 members in developing their MCS Plans, and are now in various stages of development. Due to funding issues, assistance to another 2 members did not eventuate.
- Improved overall compliance to MCS Compliance Matrix. Status to date indicates 7 members have fully completed update, 3 members partly completed and remaining yet to commence. Despite this, 4 FFA members and Canada were the only parties ranked as fully compliant to standards by the WCPFC

Some of the work scheduled to commence in the last quarter of the fiscal year includes the following:

- Review of the Regional Monitoring Control and Surveillance Strategy Review.
- Assisting members in the enhancement of Port State Measures & CDS. Current gaps in Port States Measures and the Absence of comprehensive CDS regimes add to the overall gaps in the series of Measures and tools available to assess risks. It is expected that this work will significantly strengthen national and regional capability in MCS compliance.

Deterred IUU through application of appropriate MCS tools and mechanisms

Following interventions and results were achieved.

- As of time of this Interim Report three (3) regional MCS operations were conducted with different participating members supported by the 4 Quadrilateral Surveillance Providers.
- A total of 24 national MCS Officers participated in these operations via attachment to the Regional Fisheries Surveillance Center. Overall achievements for these Operations were: 1,583 Sightings, 238 boarding (including 81 in harbor) resulting in 28 infringements or apprehensions.
- A much anticipated Observer IUU analysis and reporting capability is now in place in the Secretariat. In the last fiscal year, a total of 45 cases of observer infringements were identified and referred to members for follow up. Unfortunately, the high level of non-response or follow-up at the national level is allowing many of the suspected IUU practices to go unpunished.

Integration of National and Regional data management systems and processes

There were significant staff movements and vacancies in the IT section throughout the year. IT Manager, Database Administrator, Systems Administrator and Data Quality Officer were all filled through advertisement throughout the year, as were an additional two programming positions. Several positions required multiple advertisements.

IMS portals have been developed and utilized in 7 member countries with four countries having access to national datasets (TUFMAN) in the IMS portal whilst five countries have access to 2 regional datasets (VMS, RFV) in the IMS portal;

Currently six members have ratified the Niue Treaty Subsidiary Agreement and there is ongoing effort to have members electronically populate the available components of the NTIS.

Progress against Key Result Areas

Impacts and Key Result Areas	Indicators & Activities planned	Actual Progress
<p>1. FFA members have knowledge, skills capacity and Capability to fulfil MCS functions (taking on board emerging technologies)</p> <p>a. Enhanced MCS skill sets among Members through capacity building programs</p> <p>b. Provision of Policy, technical, legal support and advice to members to enhance capability and capacity to effectively carryout MCS functions</p>	<ul style="list-style-type: none"> MCS Compliance Officer Foundation Course - One training course for 20 participants 80 new accredited observers 8 accredited national trainers for Observers 40 new accredited Observer debriefers VMS Training 	<ul style="list-style-type: none"> First MCS Foundation Course delivered in 2014 with 22 competent MCS officers trained. Target of 80 new fully accredited Observers has been met: <ul style="list-style-type: none"> 55 new fully trained Observers accredited Observers as at end of 2014 31 Observer cadets upgraded to full certification 20 fully accredited debriefers and 120 pending certification. 24 MCS officers attached to FFA during surveillance Operations 16 MCS officers from member countries undertook general MCS attachments at FFA.
<p>2. Conditions and Frameworks created and maintained for high levels of MCS compliance and improved Fisheries Management Outcomes</p>	<ul style="list-style-type: none"> Establish a full cost recovery mechanism for subregional programmes, national programmes where warranted Implementation of cost recovery model Observer Data Analysis Procedures Manual adopted by Members Assist development of national Monitoring, Control and Surveillance Plans Review of the RMCSS 	<ul style="list-style-type: none"> Developed and delivered a national full cost recovery programme via workshops to six countries. One country has adopted the cost recovery programme and now implemented in full. General lack of National MCS Plans in member countries with only 2 members having draft plans. Formulation of MCS plans commenced in 4 countries and are at various stages of completion. Work in the other remaining two did not proceed mainly due to funding issues.
<p>3. Deterred IUU through application of appropriate MCS tools and mechanisms</p>	<ul style="list-style-type: none"> RMCSS is reflected in the national, legal, policy and planning documents of 15 FFA members and 8 national plans being implemented. Observer IUU analysis and reports Assistance with partial funding of National VMS Officer costs (50%) 	<ul style="list-style-type: none"> Four (4) regional MCS operations conducted with different participating members supported by the 4 Quadrilateral Surveillance Providers Observer IUU analysis and reports generated. To date Reports to members; Kiribati 30 reports, 10 pending legal clearance, Tuvalu 2 cases, 1 decline to pursue, 1 pursued. PNG 6 cases, no response/feedback. Solomon Island 1 Access vessel, 1 bilateral, no feedback. FSM three cases, no feedback, few other pending legal clearance. Marshall 2 cases, no formal response/feedback but told case settled administratively. Other case reported by due to lack of action/response slowed down on analysis and reports to members Members able to utilise this funding to improve their VMS/MCS staffing requirements in fishing vessel monitoring.

Impacts and Key Result Areas	Indicators & Activities planned	Actual Progress
4. Improved Integration of National and regional data management systems and processes reviewed and integrated	<ul style="list-style-type: none"> Development and deployment of new RIMF modules based on requirements of FFA staff and members. National Information Management System development 	<ul style="list-style-type: none"> IMS portals have been developed and utilized in 7 member countries with four countries having Access to national datasets (TUFMAN) in the IMS portal whilst Five countries have access to 2 regional datasets (VMS, RFV); in the IMS portal; Currently there is no nationally captured data accessible in the RIMF yet whilst one regionally captured dataset (VMS) is now available in 5 member national IMS portals; Currently only six members have ratified the Njue Treaty Subsidiary Agreement whilst there is ongoing effort to have members electronically populate the available components of the NTIS. Whilst there is some automation available through the RSP and RIMF with associated tools to identify and analyze IUU activities, the same capability needs to be further developed and available in national IMS portals;



Photo by FFA Media



Photo by FFA Media

E. Corporate Services

Over the year the Corporate Services Division continued to provide support services to technical divisions as well as continuously reviewing its internal corporate systems and processes to further improve governance as well as efficiency and effectiveness of operations.

Over the reporting period the various Units continued to provide support services in their respective areas:

- Budget formulation and forecasting,
- Budget Monitoring
- Financial Accounting operations and services
- Cash flow management
- Preparation of accounts and regular dissemination of updates
- Policy development and review
- Management advice to Executive and Management on organisational planning, monitoring and evaluation of the Secretariat's work in Member countries.
- Performance Management at the organisational and individual level
- Local Labour Market Survey
- Review of policies and procedures (Administration, Human Resources Management and Development, Housing and Performance and Travel)
- Administration of the Staff regulations, and other related corporate policies and procedures including administration of staff benefits and entitlements.
- Review of Job Descriptions and Job Evaluations
- Recruitment and Selection
- Setting up and managing the Human Resources Information System.
- Gender policy
- Upgrade and maintenance of roads, buildings and fence in the main compound
- Office services support for the Secretariat
- Event management and support for meetings held in Honiara
- Travel arrangements for staff and members duty travel to FFA events

Results

Results achieved so far included;

- Completion of the Annual Work Programme and Budget for FY15/16 and medium Term forecast – to be tabled in upcoming FFC
- Improved audit turnaround times with unqualified Audited Accounts completed a month earlier than the previous year
- Updated Finance Manual and completed associated trainings on the revised processes and procedures.
- Regular weekly expenditure reports issued to Divisions in addition to monthly reports
- Outcome maps, Theory of Change matrices, Divisional work plans and articulated linkages between the Strategic level, Statement of Intent (Medium term) and Operations.
- Assessment of national activities to follow up on implementation of activities for Country Service Level Agreements. Work in five member countries is planned for the last quarter of the fiscal year.
- Revised and updated Job Descriptions
- 17 new staff recruited 15 internationally and 2 locally.
- Work on the Orange HR Information System commenced in the latter part of the year, with updating of staff details and linking to the payroll and establishing this as the central HR database.

- Successfully completed the 2014 Survey in collaboration with the Solomon Island Chamber of Commerce and Solomon Island National University. A 12% increase in number of participating organisations for the 2014 survey has markedly improved data with results now better reflecting labour conditions in the local market
- Revised staff appraisal process, assessment of Appraisal Results and recommendations to executive. First performance rewards under the SP10 Banding system. The Unit has also been working on further strengthening the Appraisal process to better capture performance and results of team efforts in addition to individual contributions.
- Review of the Gender Policy and development of the Gender Action Plan for FFA.
- General maintenance for the Main Office building as well as road patching and drainage.
- Guardhouses were rebuilt, giving FFA security an improved location to maintain the security of the premises at all hours and in all weather conditions.
- Regular pest control around the office has been greatly welcomed by staff and visitors as we try to limit exposure to malaria, chikunguya, zika virus and other mosquito-borne diseases common in Honiara.
- Throughout the year we have also seen a great number of travel activities, some of which saw events hosted here in Honiara, including MCS Working Group, FFC and JPF Consultations.
- This year we also saw the official certification of FFA as Tax Exempted body for service tax. A certification that had never been officially given but only assumed.

Issues

With an ambitious and very welcomed and needed infrastructure development and renovation schedule, logistical setbacks have led to the delay in the delivery of parts of the program. While the majority of the work has been done this fiscal year some outstanding components will be carried over into FY15/16.

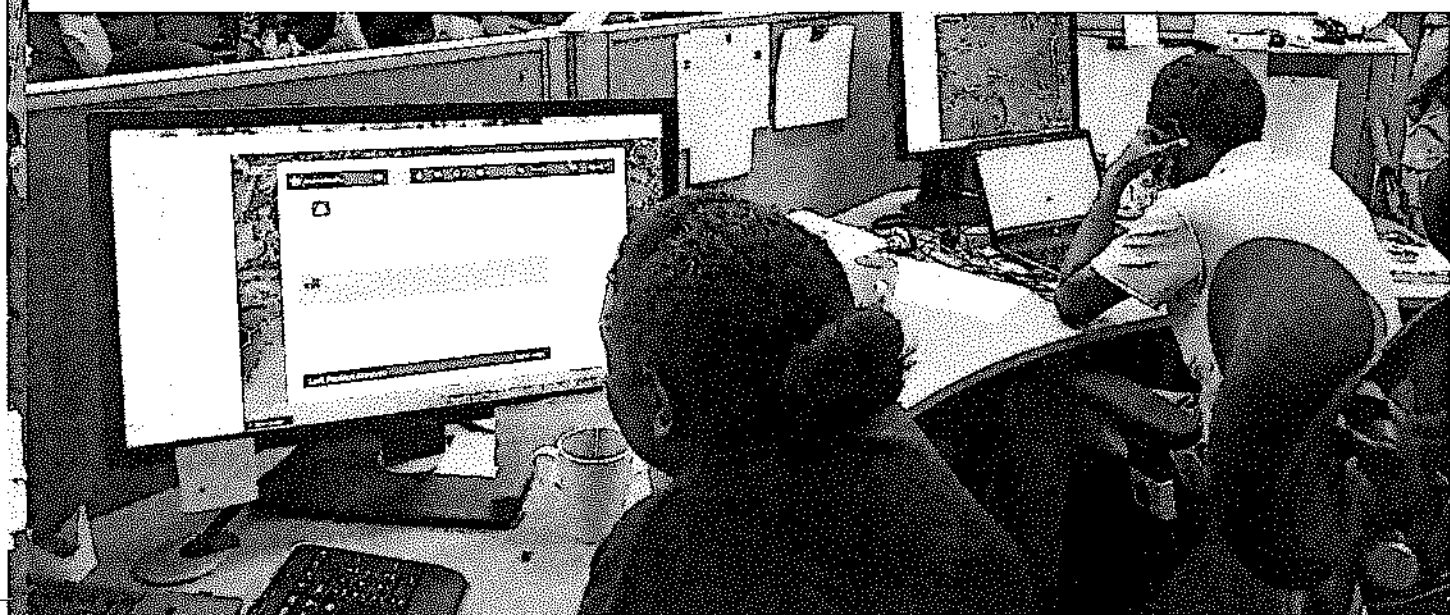
Opportunities

FFA is a continuously growing organisation and we are fortunate as we maintain the support of the local government.

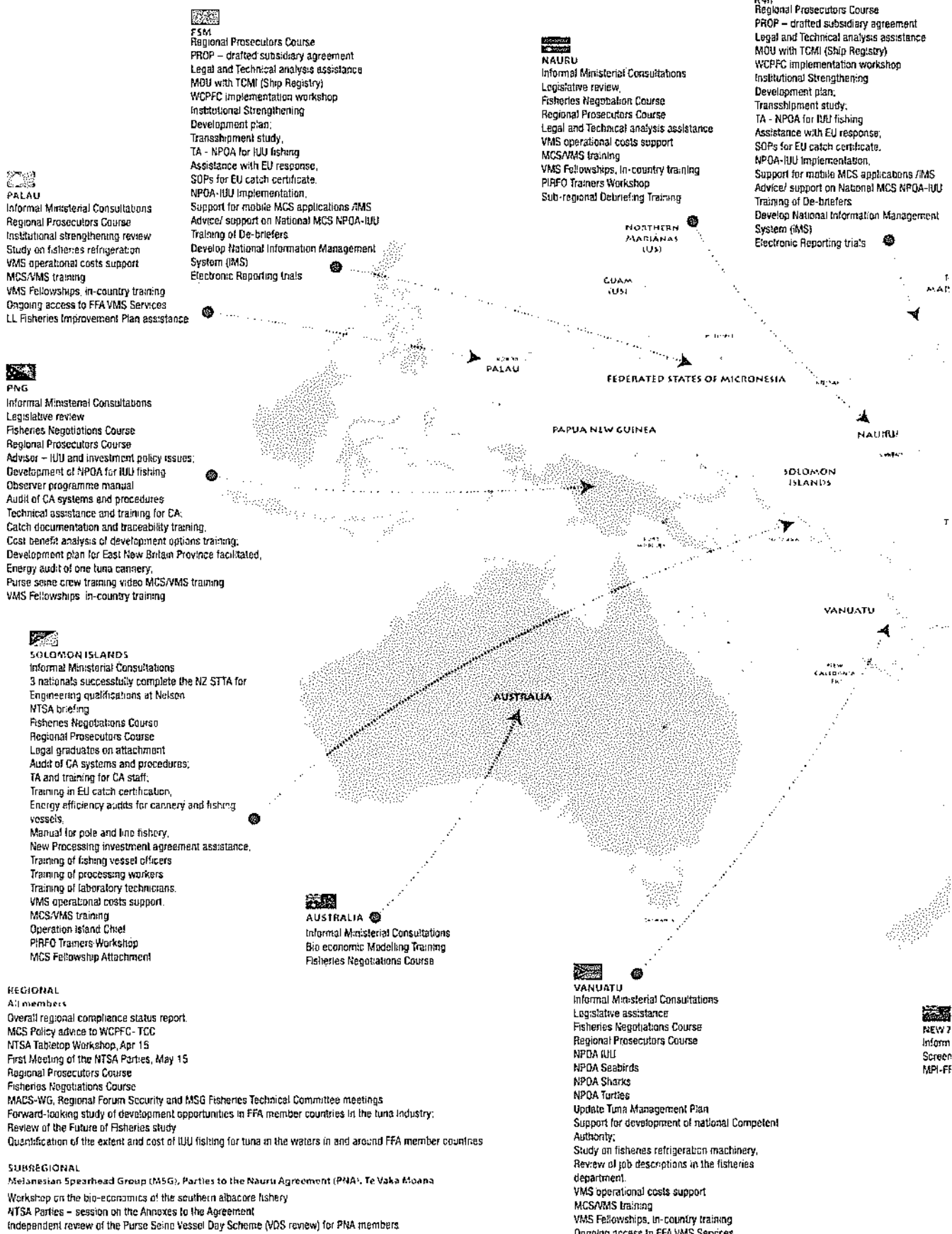
Opportunities for the Agency include building upgrades for archival and information work. This will involve an overhaul of the library to increase public engagement and research access to our substantial information resources covering more than three decades of FFA's work in regional fisheries.

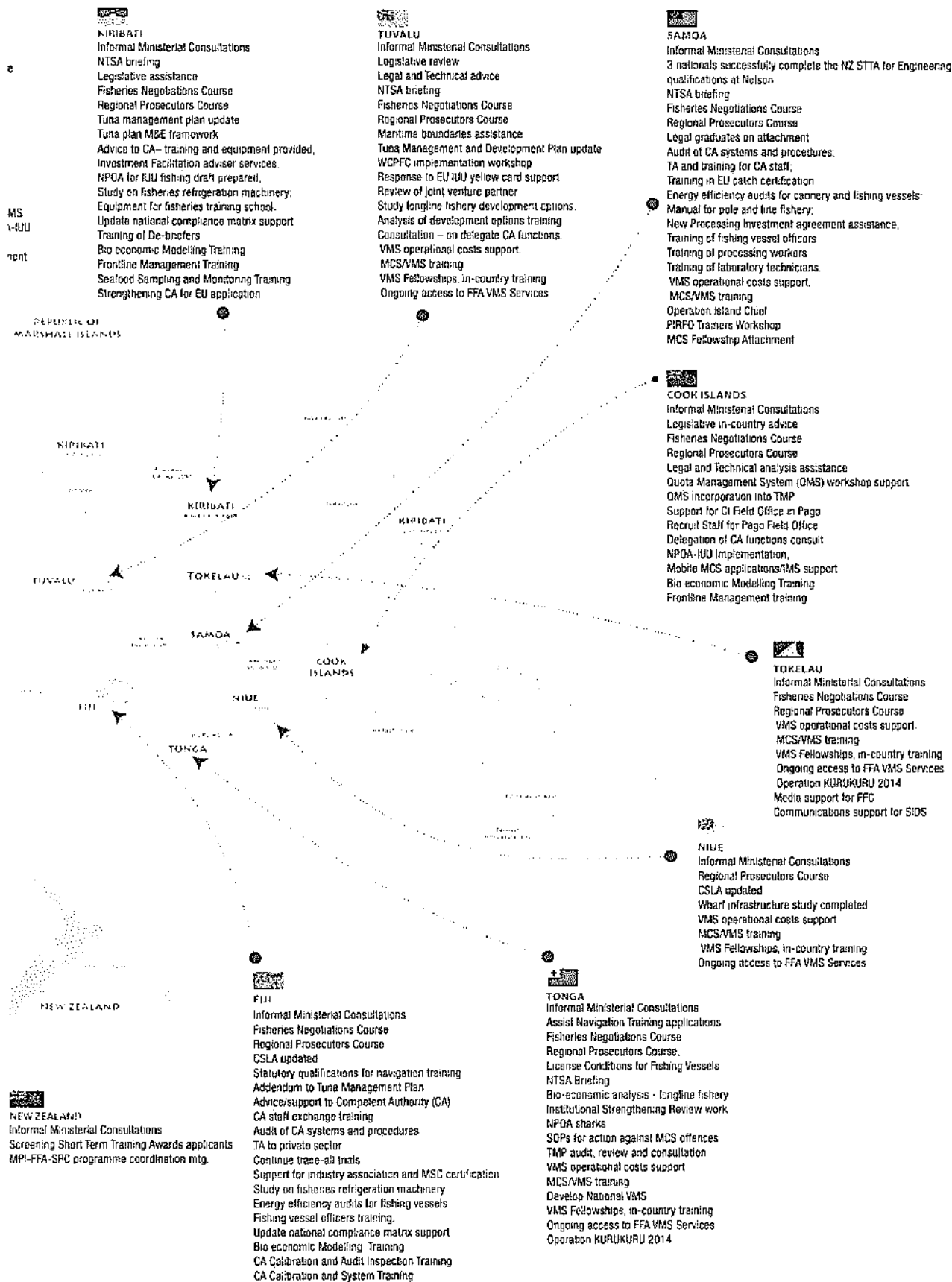
Infrastructural opportunities are also being sought for more storage and parking and current administrative expenditure is under review towards supporting that.



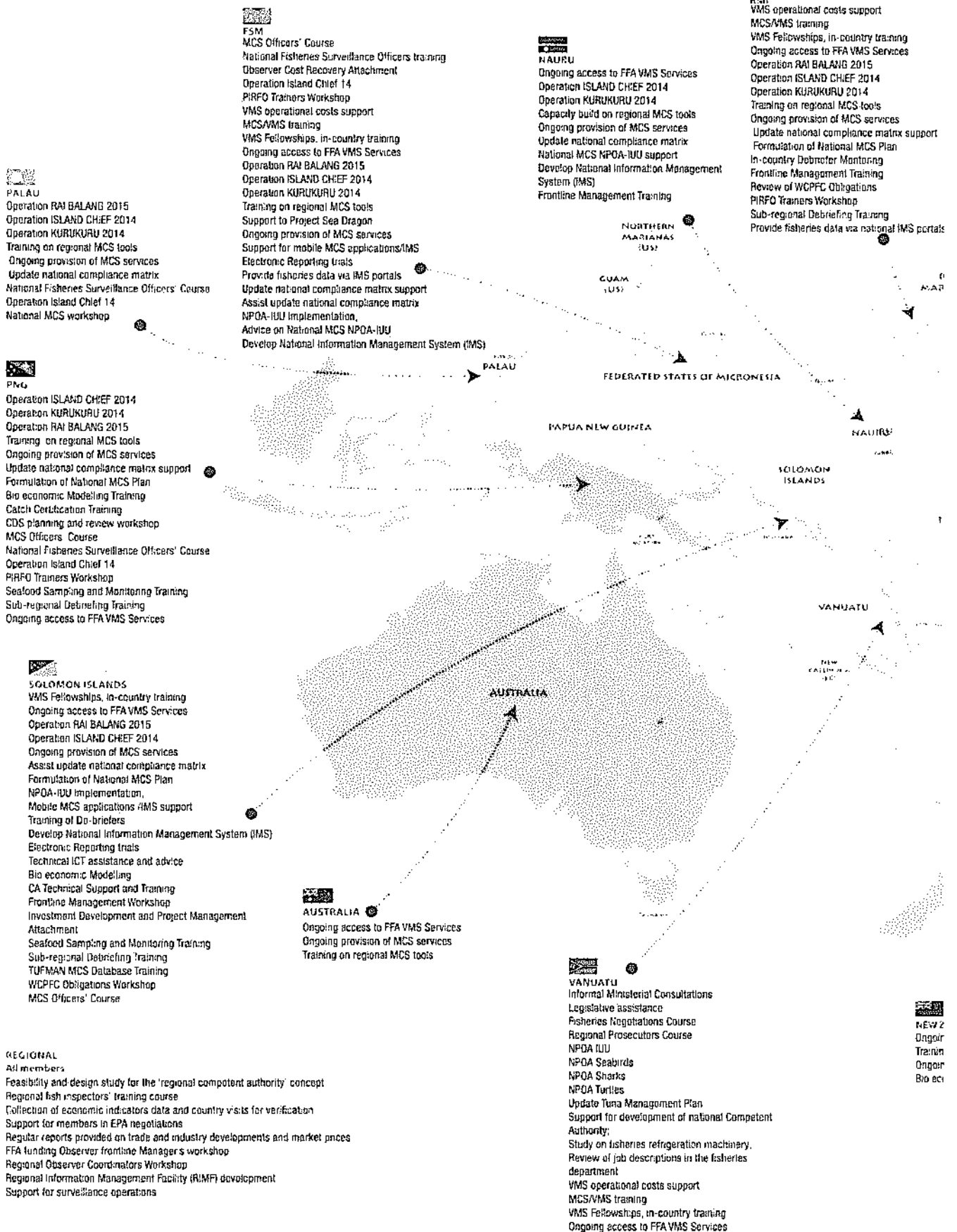


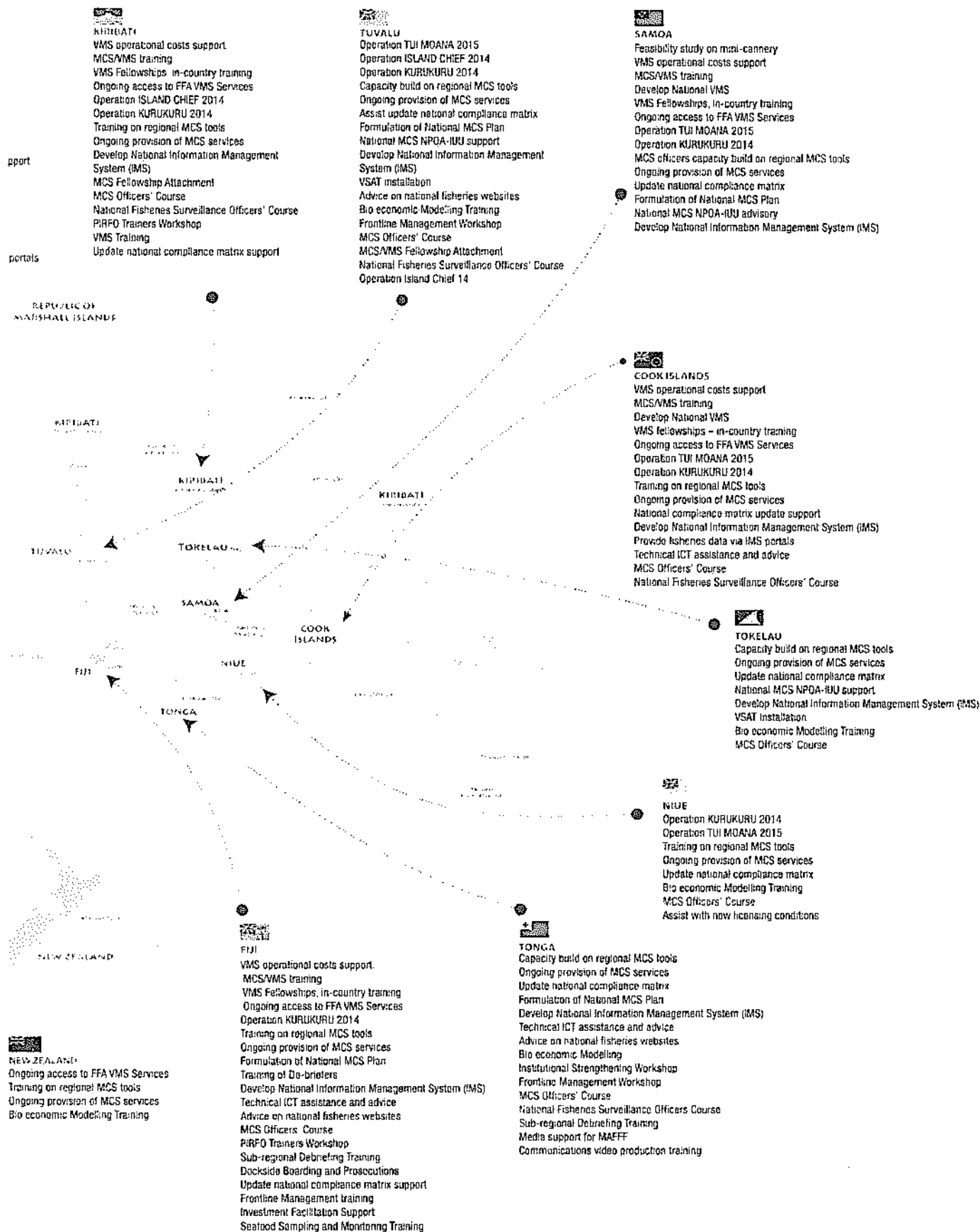
FFA Services to Member Countries - Map 1





FFA Services to Member Countries - Map 2

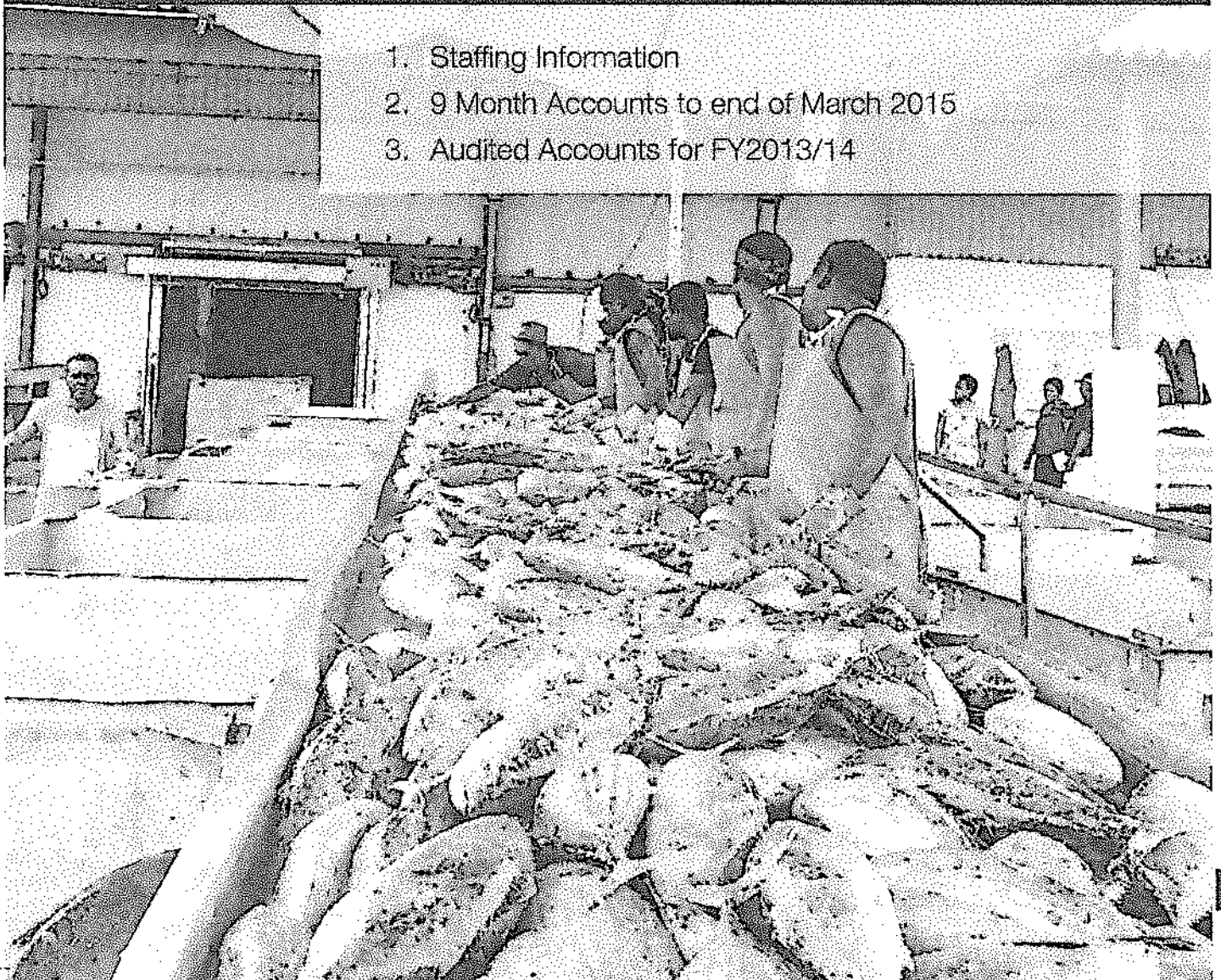




Part 3

Staffing and Accounts

1. Staffing Information
2. 9 Month Accounts to end of March 2015
3. Audited Accounts for FY2013/14



Staffing Information

As of 15 April 2015 a total of 87 staff are employed in FFA. Secretariat staff are recruited from fourteen countries with the majority of staff from the host country of Solomon Islands.



Sadly, two weeks short of 25 years service as Tea Lady, the much loved Ms. Iva Mae passed away after a period of illness. Iva has been a huge part of the FFA family for a long time and in many ways she touched each and every staff member that has worked at FFA during that time – as well as many family members. Her gentle smile and quiet calm as she helped out around the office made a big impact on us all and will be sorely missed.

New Staff joining FFA;

1. Ms. Martha Mangale – TVM Finance and Administrative Asst. (Solomon Is)
2. Mr. Feral Lasi – MCS Specialist (Solomon Is)
3. Mr. Leonard Rodwell – Fisheries Development Advisor (Australia)
4. Ms. Pole Atanraoi-Reim – Legal Advisor (Kiribati)
5. Mr. Tion Nabau Tion – Legal Advisor (Kiribati)
6. Mr. Paul Duna – Maintenance Asst. (Solomon Is)
7. Ms. Keva Robarobalevu – Internal Auditor (Fiji)
8. Sqnldr R. Logan – Surveillance Planning and Liaison Off. (New Zealand)

Staff Promotions

1. Ms. Letitia Masaea – Data Quality Officer (Solomon Is)
2. Mr. Kenneth Katafono – Manager IT (Fiji)

Staff that have left FFA;

1. Mr. Pio Manoa – Legal Advisor (Fiji)
2. Ms. Alena Takacova – Data Quality Officer (Slovakia)
3. Mr. Roseti Imo – Fisheries Economist (Samoa)
4. Ms. Yolanda Elanzo – Project Finance Officer – ROP (FSM)
5. Mr. Timothy Costello – Sub-regional Coordinator – ROP (New Zealand)
6. Cmdr. Mike Pounder – Surveillance Operations Officer 2 (Australia)
7. Ms. Iva Mae – Deceased – Tea Lady (Solomon Is)

Contract Extensions/Renewals

1. Mr. Henry Salonica – Network Administrator (PNG)
2. Ms. Penny Matautia – Manager HR, Admin and Performance (Samoa)
3. Mr. Maletino Teofilo – Finance Manager (Samoa)
4. Mr. John Tukuvaka – Asst. Finance Officer (Solomon Is)
5. Mr. Lon Livah – Asst. Finance Officer (Solomon Is)
6. Ms. Tamar Kaitu – Data Entry Officer – ROP (Solomon Is)
7. Mr. Peter Terawasi – Fisheries Economic Advisor (Solomon Is)

Staff List

Designation	Name	Nationality
Executive Management		
Director-General	Mr. James Movick*	FSM
Deputy Director-General	Mr. Wez Norris*	Australia
Legal Counsel	Dr. M. Tupou-Roosen*	Tonga
Legal Advisor	Dr. F. Manoni*	PNG/RMI
Legal Advisor	Ms. P. Atenraoi-Reim*	Kiribati/FSM
Legal Advisor	Mr. T. Nabau Tion*	Kiribati/RMI
Executive Officer	Mr. T. Tupou*	Tonga
Training Advisor, Coordinator	Ms. M. Streeter*	Fiji
Media Officer	Ms. L. Williams-Lahari*	Cook Is
Personal Assistant (DG)	Ms. A. Vave-Erekali	Solomon Is
Personal Assistant (DDG)	Ms. C. Murdoch	Solomon Is
Fisheries Development (FD)		
Director, Fisheries Development	Mr. M. Batty*	UK
Manager, Investment Facilitation	Vacant*	-
Fisheries Policy Specialist	Mr. H. Walton*	New Zealand
Fisheries Economic Advisor	Dr. C. Reid*	Australia
Fisheries Economics Officer	Mr. P. Terawasi*	Solomon Is
Fisheries Economist	Vacant*	-
Fisheries Development Adviser	Mr. R. Awira*	Kiribati
Fisheries Development Adviser	Mr. L. Rodwell*	Australia
Tuna Industry Adviser/ JPF Coordinator	Mr. S. Fujiwara*	Japan
Trade Development Adviser	Mr. J. Tamani *	Fiji
Project Coordinator	Mr. L. Paia*	Solomon Is
Investment Facilitation Advisor	Mr. J. Hakini*	PNG
Investment Facilitation Coordinator	Mr. S. Guurau*	Solomon Is
Japanese Investment Facilitator	Mr. M. Nakada*	Japan
TVM – Finance and Admin Asst.	Ms. M. Mangaie	Solomon Is
Fisheries Management (FM)		
Director, Fisheries Management	Dr. T. Adams*	UK
Fisheries Management Adviser	Mr. I. Freeman*	Australia
Fisheries Management Adviser	Mr. M. Kamatie*	Kiribati
Fisheries Management Adviser	Mr. S. Sauni*	Tuvalu
Fisheries Management Adviser	Ms. A. McDonald*	Australia
Fisheries Management Adviser	Ms. P. Maru*	Cook Is
Fisheries Management Adviser	Vacant *	-
Multilateral Treaty Manager	Mr. K. Ruaia*	Kiribati
UST Finance Officer	Vacant*	-
Senior Treaties Data Clerk	Ms. R. Marsh	Solomon Is
Data Entry Officer	Vacant	-

Designation	Name	Nationality
Fisheries Operations		
Director, Fisheries Operations	Mr. N. Pakop*	PNG
Manager, IT	Mr. K. Katafono*	Fiji
Systems Analyst	Mr. F. Lutunaika*	Fiji
Network Administrator	Mr. H. Salonica*	PNG
Data Quality Officer	Ms. L. Masaea*	Solomon Is
ITC Helpdesk Officer	Vacant	-
Librarian	Mr. E. Marahare	Solomon Is
Observers Programme Manager	Mr. T. Park*	Australia
Asst. Observer Placement Officer	Mr. A. Orianiha'a	Solomon Is
Asst. Observer Placement Coordinator	Mr. F. Anii	Solomon Is
Data Entry Officer	Ms. T. Kaitu	Solomon Is
Data Entry Officer	Ms. M. Gamasi	Solomon Is
MCS Specialist	Mr. F. Lasi*	Solomon Is
Surveillance Operations Off. 1	Mr. A. Rahari*	Solomon Is
Surveillance Operations Off. 2	Cmdr. G. Baker	Australia
Surveillance Planning and Liaison Off.	SQNLDR R. Logan	New Zealand
Compliance Policy Advisor	Mr. A. Turanganivalu*	Fiji
MCS Policy Advisor	Mr. P. Graham*	Cook Is
MCS Analyst	Mr. D. Yehilomo*	PNG
Surveillance Operations Asst. /VMS Asst.	Mr. S. Masika	Solomon Is
MCS Asst. 1	Ms. A. Arahauta	Solomon Is
MCS Asst. 2	Mr. F. Aleziru	Solomon Is
Register Data Officer 2	Ms. G. Harold	Fiji
Manager, VMS	Mr. R. Chand*	Solomon Is
VMS Liaison Officer	Mr. D. Koro	Solomon Is
VMS Assistant Officer	Ms. H. Panda	Solomon Is
VMS Administration Assistant	Ms. A. Vavataga	Solomon Is
Data Entry Officer	Vacant	-
Database Administrator	Mr. B. Scott*	Australia
Sub regional Arrangements Off.	Mr. F. Forau	Solomon Islands
Fisheries Enforcement Adviser	Vacant	-
Asst. Finance Officer - VMS	Mr. L. Tavalu	Solomon Islands



Designation	Name	Nationality
Corporate Services		
Director, Corporate Services	Mr. D. Rupokets*	PNG
Manager Finance	Mr. M. Teofilo*	Samoa
Manager HR, Admin & Performance	Ms. P. Matautia*	Samoa
Management Accountant	Mr. R. Rutepitu*	Solomon Is
Financial Accountant	Mr. K. Havea*	PNG
Performance Analyst	Ms. V. Levy*	Samoa
Administration Officer	Ms. A. Riley*	Australia
Finance Officer – US Treaty	Mr. L. Galo	Solomon Is
Finance Officer – FSMA	Mr. F. Sipele	Solomon Is
Finance Officer – GFund & VMS	Mr. L. Kakaluai	Solomon Is
Finance Officer – Trust Fund	Ms. G. Talota	Solomon Is
Asst. Finance Officer – TF	Ms. G. Konia	PNG
Asst. Finance Officer – GF Asst. Finance Officer – UST	Mr. J. Tukupaka	Solomon Is Solomon Is
Personnel Services Officer	Mr. L. Livah	Solomon Is
Travel Officer	Mr. E. Vazu	Solomon Is
Office Services Supervisor	Mr. L. Alufurai	Solomon Is
HR Services Assistant	Ms. D. Boso	Solomon Is
HR Officer	Ms. S. Otisukulu	Fiji
Office Services Assistant	Mr. V. Rabuka	Solomon Is
Tea Attendant/Cleaner	Ms. E. Suri	-
Transport and Customs Officer	Vacant	Solomon Is
Property Manager	Mr. A. Aralara	Solomon Is
Housing Fund Administrator	Mr. S. Havea	Solomon Is
Maintenance Officer	Mr. P. Orotaloa	Solomon Is
Maintenance Assistant	Mr. J. Tommy	Solomon Is
General Hand 1	Mr. P. Duna	Solomon Is
General Hand 2	Mr. S. Wini	Solomon Is
Finance Officer, Assets	Mr. H. Tolo	Solomon Is
	Mr. R. Gholomo	





Unaudited Income and Expenditure Statement as at End of March 2015

	Revised Budget	Total YTD (Actuals + Commitments)	% of Budget
INCOME			
Member contribution	1,639,412	1,405,010	86%
Donor funding	15,501,961	14,977,980	97%
PDF donation (Australia)	301,125	301,125	100%
Vessel registration revenue	3,871,561	3,281,030	85%
Administered funds	3,320,462	3,279,959	99%
UST Levy	157,500	157,500	100%
Program support & admin fees	448,789	199,996	45%
Cost recovery revenue	1,040,224	690,270	66%
Benefit derived from use of assets	95,200	144,829	152%
Housing fund income	1,212,132	844,381	70%
Interest received	79,440	131,218	165%
Foreign Exchange gains/(losses)	0	-1,755,728	-100%
Miscellaneous Revenue	313,001	165,090	53%
Transfer from Reserves	309,614	-	0%
Total income	28,290,421	23,822,660	73%
EXPENDITURES			
Output 1 High level advice	4,664,937	3,142,201	67%
Output 2 Fisheries management	3,854,635	1,693,897	43%
Output 3 Fisheries development	5,680,967	2,945,482	36%
Output 4 Fisheries operations	8,127,022	4,641,542	59%
Overhead – Corporate Services	4,458,601	3,137,016	69%
Total Outputs delivered by FFA	26,786,162	15,560,138	55%
Housing fund expenditures	1,307,780	876,193	67%
Services delivered by third parties	196,480	-	0%
Total expenditures	28,290,422	16,436,331	57%
Net position	0	7,386,329	

Pacific Islands Forum Fisheries Agency

**Statement of changes in accumulated funds
for the year ended 30 June 2014**

	Accumulated funds US\$
Balance at 1 July 2012	2,628,188
Surplus for the year	<u>253,294</u>
Balance at 30 June 2013	2,881,482
Surplus for the year	<u>505,220</u>
Balance at 30 June 2014	<u>3,386,702</u>

The above statement of changes in accumulated funds should be read in conjunction with the notes to the financial statements set out on pages 8 to 25

Pacific Islands Forum Fisheries Agency

**Statement of cash flows
for the year ended 30 June 2014**

	Notes	2014 US\$	2013 US\$
Cash flows from operating activities			
Receipts from member countries contribution	4	1,712,165	1,480,208
Donor funding	5	14,198,823	9,747,722
Receipts from vessel registration		3,884,513	3,495,950
Rents: receipts		27,416	90,278
Receipts from program support		252,752	537,977
Other receipts		73,763	910,699
<i>Inflows from receipts</i>		<u>20,149,432</u>	<u>16,262,834</u>
Payments for staff costs		(8,297,775)	(6,751,250)
Payments for project costs		(7,274,305)	(9,423,238)
Payments for housing fund costs		(2,050,413)	(1,292,961)
<i>Outflows from payments</i>		<u>(15,622,493)</u>	<u>(17,467,439)</u>
Net cash generated by/(used in) operating activities		<u>4,526,939</u>	<u>(1,204,605)</u>
Cash flows from investing activities			
Interest received		114,651	85,871
Investment in term deposits		(977,098)	(68,969)
Funds advanced to inter-entities		(68,438)	(148,088)
Repayments by inter-entities		946,498	132,588
Payments for property, plant and equipment		(227,811)	(195,995)
Proceeds from disposal of assets		6,594	33,538
Net cash used in investing activities		<u>(205,804)</u>	<u>(161,056)</u>
Net increase/decrease in cash and cash equivalents		4,321,335	(1,365,661)
Cash and cash equivalents at the beginning of the year		9,733,836	11,099,497
Cash and cash equivalents at the end of the year	20(a)	<u>14,055,171</u>	<u>9,733,836</u>

The above statement of cash flows should be read in conjunction with the notes to the financial statements set out on pages 8 to 25

Pacific Islands Forum Fisheries Agency

**Statement of financial position
as at 30 June 2014**

	Notes	2014 US\$	2013 US\$
Assets			
<i>Non-current assets</i>			
Property, plant and equipment	9	4,210,909	4,236,370
Other assets	10	66,871	49,751
Total non-current assets		4,277,780	4,286,121
<i>Current assets</i>			
Receivables	11	1,198,018	3,046,233
Other assets	10	741,150	125,770
Term deposits	12	1,046,068	68,969
Cash and cash equivalents	20(a)	14,055,171	9,733,836
Total current assets		17,040,417	12,974,808
Total assets		21,318,197	17,260,929
Accumulated funds and liabilities			
<i>Accumulated funds</i>			
Accumulated funds		3,386,702	2,881,482
Total accumulated funds		3,386,702	2,881,482
<i>Non-current liabilities</i>			
Employee benefits	13	144,364	169,723
Deferred revenue	14	3,856,448	4,097,335
Total non-current liabilities		4,000,812	4,267,058
<i>Current liabilities</i>			
Trade and other payables	15	691,222	700,383
Employee benefits	13	874,824	703,171
Other liabilities	15	12,180,372	8,524,570
Deferred revenue	14	184,265	184,265
Total current liabilities		13,930,683	10,112,389
Total liabilities		17,931,495	14,379,447
Total accumulated funds and liabilities		21,318,197	17,260,929

Signed in accordance with the Financial Regulation of Pacific Islands Forum Fisheries Agency



James Mavio
Director General

Honiara, 24 November 2014

The above statement of financial position should be read in conjunction with the notes to the financial statements set out on pages 8 to 25

Pacific Islands Forum Fisheries Agency

**Statement of comprehensive income
for the year ended 30 June 2014**

	Notes	2014 US\$	2013 US\$
Income			
Member country contributions	4	1,594,758	1,549,813
Donor funds	5	10,075,268	10,723,228
Vessel registration fees		3,958,708	3,933,007
Housing rental receipts		67,091	76,261
Interest received		6,500	85,866
Program support and cost recovery		232,344	275,493
Australia Project Development Fund donation		390,375	183,125
Benefit from property, plant and equipment		348,620	54,611
Other income		164,293	154,571
Total income		16,834,957	17,046,076
Expenditures			
Output 1: High Level Advice	6	3,623,271	3,175,580
Output 2: Fisheries Management	6	1,146,590	1,284,638
Output 3: Fisheries Development	6	2,602,571	2,984,981
Output 4: Fisheries Operations	6	4,468,858	5,471,184
Output 5: Corporate Services	6	4,488,447	3,878,398
Total expenditures		16,329,737	16,792,781
Surplus for the year		505,220	253,294
Other comprehensive income		-	-
Other comprehensive income for the year		-	-
Total comprehensive income for the year		505,220	253,294

The above statement of comprehensive income should be read in conjunction with the notes to the financial statements set out on pages 8 to 25



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PACIFIC ISLANDS FORUM FISHERIES AGENCY

Report on the Financial Statements

We have audited the accompanying financial statements of Pacific Islands Forum Fisheries Agency ('the Secretariat'), which comprise the statement of financial position as at 30 June 2014, and the statement of comprehensive income, statement of changes in accumulated funds and statement of cash flows for the year then ended, and notes 1 to 21, comprising a summary of significant accounting policies and other explanatory information.

Directors' and Management's Responsibility for the Financial Statements

Directors and management are responsible for the preparation of financial statements that give a true and fair view in accordance with International Financial Reporting Standards and for such internal control as the directors and management determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of Pacific Islands Forum Fisheries Agency as at 30 June 2014 and of its financial performance, its changes in accumulated funds and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

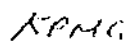
Report on Other Legal and Regulatory Requirements

We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

In our opinion:

- i. proper books of account have been kept by the Secretariat, so far as it appears from our examination of those books;
- ii. the financial statements are in agreement with the books of account; and
- iii. to the best of our information and according to the explanations given to us the financial statements give the information required by the Secretariat's financial regulations in the manner so required.

21 November, 2014
Suva, Fiji

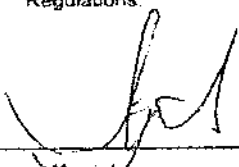

KPMG
Chartered Accountants

Director General's report – continued

Director General's declaration

The Director General declares that

- (a) the financial statements fairly present the financial position of Pacific Islands Forum Fisheries Agency ('the Secretariat') and its financial performance and cash flows as at the end of the financial year;
- (b) the financial statements of the Secretariat have been prepared using appropriate accounting policies, consistently applied and supported by reasonable judgments and estimates;
- (c) all relevant financial reporting and accounting standards have been followed; and
- (d) in the conduct of its work, the Secretariat has complied with the requirements of the Financial Regulations.



James Movick
Director General

Honiara, 21st November 2014.

Director General's report

The Director General of Pacific Islands Forum Fisheries Agency (the Secretariat) is pleased to present the report on the financial statements of the Secretariat which comprises of the General Fund, Trust Funds, Housing Fund and Vessel Register Fund for the financial year ended 30 June 2014. In order to comply with the provisions of the Secretariat's Financial Regulations, the Director General report as follows

Review of operations and changes in state of affairs

The Secretariat was established in August 1979 by an international convention. The Secretariat's current membership comprises of the governments of sixteen countries and one territory member government, a total of seventeen members. It was established to help member countries maximize benefits from sustainable use of the fisheries resources within their 200 miles exclusive economic zone.

As stipulated in the Secretariat Convention, the functions and responsibilities of the Secretariat are to:

- collect, analyse, evaluate and disseminate to Parties relevant statistical and biological information with respect to the living marine resources of the region and in particular the highly migratory species;
- collect and disseminate to Parties relevant information concerning management procedures, legislation and agreements adopted by other countries both within and beyond the region;
- collect and disseminate to Parties relevant information on prices, shipping, processing and marketing of fish and fish products;
- provide, on request, to any Party technical advice and information, assistance in the development of fisheries policies and negotiations, and assistance in the issue of licences, the collection of fees or in matters pertaining to surveillance and enforcement;
- seek to establish working arrangements with relevant regional and international organisations, particularly the South Pacific Commission, and
- undertake such other functions as the Committee may decide.

The core functions of the Secretariat remained unchanged during the period under review.

During the financial year there was no significant change in the principal activities or state of affairs of the Secretariat other than that referred to in the financial statements or notes thereto. The Secretariat reported a net surplus of US\$505,220 (2013: US\$253,294 surplus).

Independent audit report

The financial statements have been audited by KPMG and should be read in conjunction with the independent audit report on page 3. Audit fees and non-audit fees are disclosed at Note 7.

Other information

Pacific Islands Forum Fisheries Agency's registered office and its principal place of business are as follows:

1 FFA Road
PO Box 629
Honara
Solomon Islands
Tel: (677) 21124
Fax: (677) 23995/20092
Website: <http://www.ffa.int>

Acronyms

AWPB	Annual Work Program and Budget Summarised in the "Statement of Intent". Presented as a separate agenda document.
CROP	Council of Regional Organisations in the Pacific
CMM	Conservation Management Measure
DevFish	EU funded project implemented by FFA
EEZ	Exclusive Economic Zone.
EU	European Union.
FAO	Food and Agricultural Organisation (of the United Nations)
FFC	Forum Fisheries Committee
GEF	Global Environment Facility.
IUU	Illegal, Unlicensed and Unregulated fishing. A major source of tuna revenue loss for FFA member countries.
KRA	Key Result Area
MCS	Monitoring, Control and Surveillance. A Fisheries Operations sub-output.
NGOs	Nongovernmental Organisations
PIFS	Pacific Islands Forum Secretariat
PNA	Parties to the Nauru Agreement.
RSL	Results Service Logic
SC	Scientific Committee (of the WCPFC)
SPC	Secretariat of the Pacific Community.
SPRFMO	South Pacific Regional Fisheries Management Organisation
SPC/OPF	Secretariat of the Pacific Community's Oceanic Fisheries Programme
SOI	Statement of Intent
TCC	Technical and Compliance Committee (of the WCPFC)
UST	United States Treaty – official name: "Multilateral Treaty on Fisheries between Government of Certain Pacific States and the Government of the United States of America"
VDS	Vessel Day Scheme
VMS	Vessel Monitoring System
WCPFC	Western and Central Pacific Fisheries Commission
WCPO	Western and Central Pacific Ocean

Glossary of Terms

TERM	DEFINITION
End Outcomes	<ul style="list-style-type: none"> What we are striving to achieve for our member countries in the long-term. For our purposes the Strategic Outcomes in the FFA Strategic Plan.
Intermediate Results	<ul style="list-style-type: none"> What we need to achieve in the shorter term in order to contribute to our high level results in the longer term. Concrete objectives that FFA can aim towards in the short to medium term (eg the next 12 months to three years) We have more influence over these intermediate (even more so for immediate results, immediate impact of our work in the first year) than the high level end outcomes we're aiming for
Impact	<ul style="list-style-type: none"> The effect of our activities on member countries. Addresses the question of "what difference are we making?" Impact made up of several levels; <ol style="list-style-type: none"> near term results, immediate impact of our services (within 12 months of delivery) intermediate results are medium term changes in member countries' situation, two to three years in future as a consequence of our services Longer term impact – changes in member countries situations in the long term ie from 3+ years as a result of our work
Impact Indicators	<ul style="list-style-type: none"> Indicates a change in the community, environment or economy, Reflect the effectiveness of our services in contributing to Outcomes Help determine whether anyone is "better off" as a result of services being provided Will be influenced by more than one organization,
Effective Performance Measurement	<ul style="list-style-type: none"> Monitoring & Evaluation system Of outputs to impact or results – "effectiveness measures" eg "Results Indicators" "impact indicators" Of inputs into outputs – "efficiency measures" eg "Service, Output or Performance Measures or Indicators" Look at how efficiently we deliver our services or output as well as the quality and timeliness of the service delivery Of resources to inputs – "economy measures"
Outputs	<ul style="list-style-type: none"> The means that FFA uses to create impact, i.e. our services. Outputs are also final services provided to external stakeholders eg members. Our outputs include - "High Level Advice" consisting of management advisory services to members as well as the technical core activities undertaken by the core Divisions of Fisheries Management, Fisheries Development and Fisheries Operations. Corporate Services activity costs are Overheads – that is, internal supporting services to the Core Divisions.
Results (per se)	<ul style="list-style-type: none"> What FFA is trying to achieve for its members in the short to medium term They describe what we are trying to achieve through our services End points to be aimed for, rather than individual activities or strategies, Will be influenced by a broad range of factors, many of which are beyond our control The longer away it is on the future the less control we will have
Sub-outputs	<ul style="list-style-type: none"> Activities undertaken by Divisions i.e. activities or sub-programs under the main Programs. These were previously known as Sub-programs
Managing for Results and Accountability	<ul style="list-style-type: none"> The Secretariat will not be held wholly accountable to the high level result indicators, but will be accountable for managing for its results and for demonstrating that it is making a valuable contribution to the community Secretariat needs to deliver a mix of services which are reasonably likely to have a positive impact on results (other things being unchanged) By tracking indicators over time frequently, evaluating assumptions, it will be able to monitor its impact and make service delivery changes where appropriate