

# CCAMLR Secretariat Strategic Plan 2023–2026

## Introduction

The CAMLR Convention entered into force on 7 April 1982. It establishes the Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR). Arrangements supporting the operations of the CCAMLR Secretariat in Australia are the subject of a Headquarters Agreement signed with the Australian Government on 8 September 1986.

The purpose of this Strategic Plan is to describe the core services provided to Members and other stakeholders by the CCAMLR Secretariat for the period 2023–2026 in its support of the Commission. The plan provides a means for the Commission to periodically assess the Secretariat's performance.

The Commission endorsed this Strategic Plan in CCAMLR-41, paragraph 10.6.

## Vision

Globally recognised as a best-practice model for the provision of technical, administrative, scientific and logistical support to an intergovernmental marine conservation and management organisation.

## Mission

To provide support to the Commission in achieving the Convention's objective of conserving Antarctic marine living resources where conservation includes rational use.

## Goal

Support and facilitate Commission and Scientific Committee objectives, activities and decision-making processes.

## General Objectives

1. The work of Members and meetings of CCAMLR are supported using international best practices.
2. The Secretariat science and data management programs deliver high-quality information to the Scientific Committee and Commission.
3. The Secretariat delivers effective support to the implementation of CCAMLR conservation measures and management of fisheries in the Convention Area.
4. The Secretariat fosters organisational resilience of CCAMLR and awareness of its work.

## Thematic Objectives for 2023–2026

The plan includes several overarching thematic objectives for the 2023–2026 period.

- (i) Strengthened analytical capacity: strengthen internal Secretariat analytical capacity to deliver improved support for conservation and management of Antarctic Marine Living Resources, management of fisheries operations, monitoring of compliance including monitoring international trade in Antarctic resources, and improvement of Secretariat performance.
- (ii) Dynamic communication: increase communication with CCAMLR stakeholders (Members, Contracting Parties that are not Members of the Commission, non-Contracting Parties (NCPs), multilateral organisations, non-government organisations (NGOs), elements of the Antarctic Treaty, academia, researchers and students, fishers/industry, media and the public) to enhance engagement and transparency by:
  - (a) increasing the availability and accessibility of information, through improved online resources, for different user groups such as
    - Members, Contracting Parties and NCPs in respect of engagement with the electronic Catch Documentation Scheme for *Dissostichus* spp. (e-CDS)
    - relevant stakeholders, including Observers, in respect of meetings and other general CCAMLR activities
  - (b) broadening the communication channels to include online and digital formats
  - (c) supporting all major projects to ensure consistent branding and coherent messaging.
- (iii) Digital transformation: Maintain a continuous review and assessment of new technology, seeking to improve the efficiency of the Secretariat including through the enhanced automation and integration of CCAMLR systems, utilising technological advances for increased engagement in CCAMLR meetings and other activities, and continually improving data governance processes to ensure relevant data are available to stakeholders in a transparent fashion.
- (iv) Operational resilience: Maintain and enhance the Secretariat to facilitate outstanding operational and project delivery, expand operational capacity through investment in staff, ensure sustainable financing, succession planning and knowledge management and strengthen agility through enhanced resilience, using technological and HR tools to enhance efficiency in working practices and making provision for future-proofing activities, services and facilities.

## **Department Tasks**

Departmental tasks will deliver on the above general and thematic objectives and include core tasks that support the Goal through the delivery of Secretariat services.

Organisationally, the Secretariat has six departments. These contribute to the objectives through delivering defined tasks. The departments are:

1. The Executive
2. Science
3. Fisheries Monitoring and Compliance
4. Communications
5. Data and Information Systems
6. Finance, Human Resources and Administration.

### **1. The Executive**

The Executive is responsible for developing Secretariat policies and actions that strengthen the organisational resilience of CCAMLR and the Secretariat. These include staffing, financial accountability, work program delivery, liaison with Contracting Parties and collaboration with other Parties and organisations.

- 1.1 Maintain Secretariat services to Members at internationally recognised standards.
- 1.2 Maintain communication with CCAMLR Contracting Parties, other organisations and stakeholders to facilitate and promote the work of CCAMLR internationally.
- 1.3 Foster engagement by Contracting Parties in the work of CCAMLR, developing and supporting the Commission's capacity building initiatives.
- 1.4 Foster and support an international, open and inclusive workplace culture and identity consistent with the Commission's international nature.
- 1.5 Maintain a skilled, professional, motivated and efficient Secretariat comprising an appropriate balance of international and local staff, to support the Commission and Scientific Committee's work.
- 1.6 Coordinate professional, technical, logistical and administrative Secretariat support to meetings and the intersessional work of the Commission, the Scientific Committee and subsidiary bodies.
- 1.7 Implement and periodically review the Secretariat Strategic Plan, Staffing and Salary Strategy, Staff Regulations and associated documents and policies.
- 1.8 Apply guidelines and standards for cultural acceptance, mutual respect, transparency, non-discriminatory and fair treatment, consultation, tolerance and acceptable behaviour in the workplace and in relation to the professional engagement of staff with other CCAMLR stakeholders.

- 1.9 Provide efficient and effective delivery of Secretariat services within approved budgets and with financial accountability, through quality administration and finance systems, based on accepted host-country standards.

## **2. Science**

Science provides scientific, technical and administrative support to the work of the Scientific Committee and its subsidiary bodies, undertaking analysis of scientific and fishery data for subsequent consideration by the Scientific Committee, and maintaining various monitoring and science capacity building programs developed by the Scientific Committee.

- 2.1 Coordinate the Secretariat's technical and logistical advice and support for scientific programs implemented by the Scientific Committee, including the Scheme of International Scientific Observation (SISO), the CCAMLR Ecosystem Monitoring Program (CEMP), tagging programs, trend analysis, marine debris, climate change, marine protected area (MPA) monitoring programs, krill management approach, and capacity development initiatives.
- 2.2 Collaborate with Members to design and facilitate data collection, submission and reporting contributing to CCAMLR scientific and Commission objectives.
- 2.3 Provide analyses of CCAMLR scientific data in order to advise current and future priorities of the Scientific Committee, the Standing Committee on Implementation and Compliance (SCIC), working groups and subsidiary bodies.
- 2.4 Facilitate the Scientific Committee and its subsidiary group meetings, chairs and conveners, particularly in the delivery of the Scientific Committee Strategic Plan.
- 2.5 Support the Scientific Committee's engagement with relevant stakeholders and other international organisations, networks and associations.

## **3. Fisheries Monitoring and Compliance (FMC)**

FMC provides technical and administrative support to the Commission in respect of the implementation of conservation measures affecting fisheries, supporting Members in their application of conservation measures and the work of SCIC in monitoring compliance with the conservation measures.

- 3.1 Provide support to the Commission and Members in relation to implementing fishery conservation measures, particularly:
  - 3.1.1 monitoring and reporting on fishery catches and taking actions to implement fishery closure procedures
  - 3.1.2 monitoring and reporting on the compliance with the *Schedule of Conservation Measures in Force*.

- 3.2 Enhance Secretariat procedures and increase transparency of available data related to the identification and reporting of compliance issues. Provide support to Members for implementation of conservation measures, the System of Inspection and port inspection activities.
- 3.3 Undertake research and analyses using data from CCAMLR systems (CDS, centralised vessel monitoring system (VMS) and others) and other data sources that will assist the Commission in improving compliance with conservation measures and contribute to the elimination of illegal, unreported and unregulated (IUU) fishing.
- 3.4 Support the acquisition and provide analyses of CCAMLR fishery monitoring and compliance data in order to close information gaps, advise current and future priorities of SCIC and improve electronic useability, automation, functionality and effectiveness of compliance tools.
- 3.5 Deliver efficient operation of the CDS and provide support, including training, in its use for Members, Acceding States, cooperating NCPs and intergovernmental organisations.
- 3.6 Provide support to SCIC, its meetings and its Chair. Provide advice to SCIC and the Commission in respect of compliance of Contracting Parties and NCPs with conservation measures.

#### **4. Communications**

Communications provides logistical and technical support for the operation of the Commission in its four official languages, including management and translation of all documents submitted to, and arising from, meetings of CCAMLR bodies, management of the website content and all communications with Contracting Parties.

- 4.1 Support meetings through management of document control, report preparation and dissemination.
- 4.2 Facilitate communication between Members and with other stakeholders, supporting the preparation of relevant materials and maintaining a high level of language quality and best-practice translation standards in the four official languages of CCAMLR.
- 4.3 Provide supplementary communication skills to support the delivery of major projects.
- 4.4 Facilitate multilingual inclusive discussions and decision-making, contributing to capacity building for a robust organisation.
- 4.5 Increase engagement and visibility of CCAMLR activities across a variety of platforms.

- 4.6 Maintain and improve the CCAMLR website as the main portal for communication with Members and the wider public.
- 4.7 Produce and disseminate supporting materials for capacity building activities, especially to enhance engagement of NCPs (e.g. webinars and training workshops).

## **5. Data and Information Systems (DIS)**

DIS provides support to CCAMLR and the Secretariat through the reliable, cost-effective and secure provision and management of data and information systems.

- 5.1 Ensure appropriate governance controls are in place to improve transparency, accountability and risk management.
- 5.2 Manage and document data to ensure they are findable, accessible, interoperable and reusable.
- 5.3 Provide responsive, effective and efficient operational support and expertise to all stakeholders.
- 5.4 Ensure system security is continuously strengthened by promoting and implementing recommended security practices, principles and methodologies.
- 5.5 Prepare for and prioritise the continuity of critical operations in the event of a disaster or disruption to systems.
- 5.6 Utilise technology to facilitate and support of in-person, virtual and hybrid CCAMLR meetings.
- 5.7 Ensure work is efficiently managed to achieve project outcomes.

## **6. Finance, Human Resources (HR) and Administration**

Finance, HR and Administration provides critical support to the Secretariat's executive and other technical and support services by maintaining leading-practice standards for the administration of the Secretariat's financial resources, personnel management, including workplace policies and procedures, and the maintenance of the Secretariat's physical assets.

- 6.1 Ensure a sound financial and administrative basis for CCAMLR operations maintaining leading practice standards for administration of the Secretariat's financial resources.
- 6.2 Provide support to the Standing Committee on Administration and Finance (SCAF) and the Commission on financial, administrative and HR matters, including development of sustainable financing options.

- 6.3 Further enhancement of HR procedures and systems including supporting inclusive practices.
- 6.4 Enhancing investment in staff's professional and personal development through maintaining internationally acceptable levels of training and learning.
- 6.5 Ongoing administration systems developing, including NetSuite and Miktysh.
- 6.6 Improved future-proofing of Secretariat activities through succession planning, process documentation and knowledge management.
- 6.7 Provide administration, logistic and technical support for meetings and the Secretariat, including general office management.
- 6.8 Plan and respond to changing requirement for office and meeting accommodation and facilitation.