

CCAMLR Secretariat Strategic Plan 2019–2022

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 2019–2022 in its support of the Commission. The plan provides a means for Members to periodically assess the Secretariat's performance.

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.

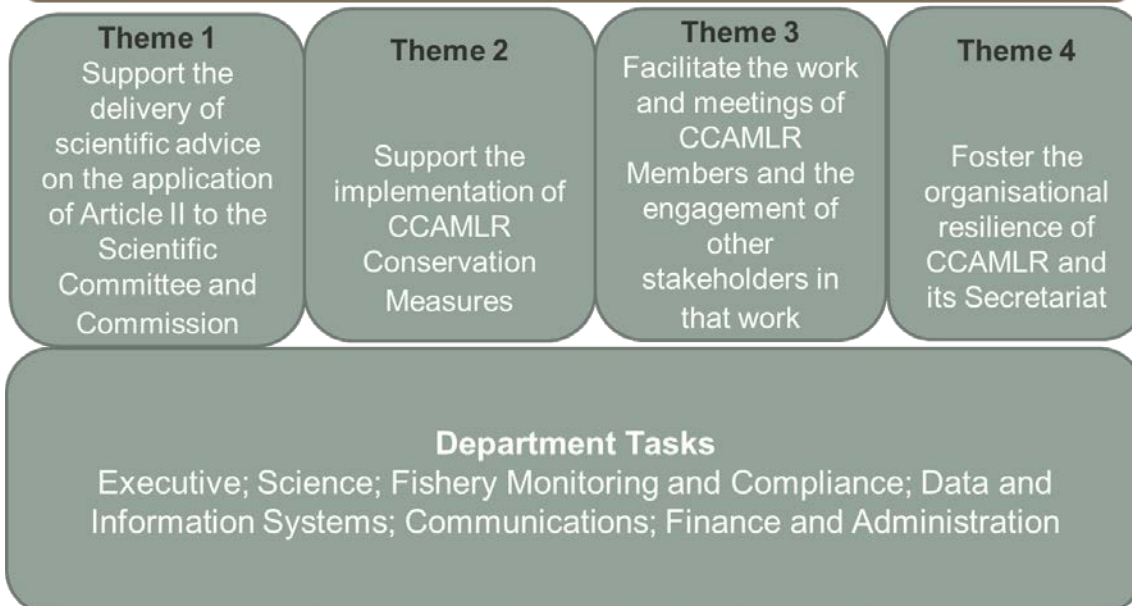
Objectives and Tasks

The Tasks required to deliver the Goal of the Secretariat are divided into thematic and departmental tasks.

Thematic tasks describe the actions required to deliver several overarching thematic objectives which are described in Figure 1. Tasks designed to foster organisational change are placed within these themes, and the projects to deliver them will involve cross-departmental collaboration.

Departmental tasks are the core tasks that support the Goal through the delivery of Secretariat services but may normally be the responsibility of a single department.

MISSION: Support the Commission in achieving the Convention's Objective
GOAL: Support and facilitate Commission objectives, activities and decision making processes



Thematic Tasks

- (i) Support the delivery of the Scientific Committee's Strategic Plan [Theme 1].
- (ii) Strengthen internal Secretariat analytical capacity to support the increasing need for management of CCAMLR fisheries and administration of marine protected areas (MPAs) [Theme 1].
- (iii) Revise operating procedures for fishery catch and effort data reporting and fishery closure notifications, consistent with the 2018 consultation responses [Theme 2].
- (iv) Promote and facilitate user and non-Contracting Party (NCP) engagement in the Catch Documentation Scheme for *Dissostichus* spp. (CDS) and develop reports on trade in products from CCAMLR fisheries to meet the needs of the Commission [Theme 2].
- (v) Consult widely with Members and other stakeholders and redevelop the CCAMLR website [Theme 3].
- (vi) Implement Commission and Scientific Committee capacity building initiatives through Secretariat activities and including sustainable financing [Themes 3, 4].
- (vii) Foster the international nature and culture of the Secretariat, and increase engagement with Members in the work of the Secretariat and CCAMLR, including through recruitment of new international positions, internship schemes, scholarships and targeted outreach [Themes 3, 4].

- (viii) Improve CCAMLRL data management processes by:
 - (a) fully documenting all CCAMLRL data holdings and related workflows [Theme 3]
 - (b) consulting on, developing and implementing a CCAMLRL data warehouse [Theme 4]
 - (c) working with the Scientific Committee's Data Management Group to improve transparency, data quality and integrity checks to enhance the use of CCAMLRL data to support the requirements of the Commission and Scientific Committee [Theme 4].
- (ix) Review and revise the CCAMLRL records and documents management system [Theme 4].
- (x) Review and revise Human Resources (HR) and finance/administrative systems [Theme 4].

Department Tasks

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 CCAMLRL 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 CCAMLRL Contracting Parties, other organisations and stakeholders to facilitate and promote the work of CCAMLRL internationally.
- 1.3 Foster engagement by Contracting Parties in the work of CCAMLRL, 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 a Secretariat Strategic Plan and Staffing and Salary Strategy.
- 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 programs developed by the Scientific Committee.

- 2.1 Coordinate the Secretariat's technical and logistical advice and support for scientific programs implemented by Members, including the Scheme of International Scientific Observation (SISO), the CCAMLR Ecosystem Monitoring Program (CEMP), tagging, marine debris, climate change, conservation and MPAs.
- 2.2 Analyse CCAMLR data used for scientific purposes to ensure that they are fit for meeting the objectives for which data collection requirements were agreed.
- 2.3 Collaborate with Members to facilitate data collection, submission and analysis contributing to CCAMLR scientific and Commission objectives.
- 2.4 Support the acquisition of and provide analyses of CCAMLR scientific data in order to advise current and future priorities of the Scientific Committee, SCIC, working groups and subsidiary bodies.
- 2.5 Provide support to the Scientific Committee and its subsidiary group meetings, chairs and conveners, particularly in the delivery of the Scientific Committee Strategic Plan.
- 2.6 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
 - 3.1.2 taking actions to implement fishery closure procedures.
- 3.2 Enhance Secretariat procedures for the identification and reporting of compliance issues, support Member implementation of conservation measures and the System of Inspection, and provide advice to SCIC and the Commission in respect of compliance of Contracting Parties and NCPs with conservation measures.
- 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 advise current and future priorities of SCIC and improve electronic useability, functionality and effectiveness of compliance tools.
- 3.5 Deliver efficient operation of the CDS and provide support in its use for Members, Acceding States, cooperating NCPs and intergovernmental organisations.
- 3.6 Provide support to SCIC, its meetings and its Chair.

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 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 documents and maintaining a high level of language quality and best-practice translation standards in line with those of UN and other relevant agencies in the four official languages of CCAMLR.

- 4.3 Work with users to ensure that Member communications with the Secretariat, including through the website, are efficient, user-friendly, effective and meet the requirements of Members.
- 4.4 Facilitate multilingual inclusive discussions and decision-making, contributing to capacity building for a robust organisation.
- 4.5 Generate communications material explaining and promoting CCAMLRL activities and decisions.
- 4.6 Maintain and improve the CCAMLRL website as the main portal for communication with Members and the wider public.

5. Data and Information Systems (DIS)

DIS provides support to CCAMLRL and the Secretariat through the management of all CCAMLRL data and database infrastructure (data processing, documentation, quality assurance, risk management, storage and access) and for the maintenance of reliable, cost-effective and secure information and communications technology infrastructure supporting the business requirements of the Secretariat.

- 5.1 Ensure CCAMLRL data are managed at internationally acceptable standards with appropriate architecture, quality assurance, security, accessibility and documentation, and promote FAIR¹ principles in respect of CCAMLRL data holdings.
- 5.2 Provide the Scientific Committee and SCIC with information about relevant data holdings and work to improve their quality and accessibility.
- 5.3 Ensure that data and information systems are integrated across the Secretariat and efficiently support all Secretariat functions and tasks.
- 5.4 Provide advice to the Scientific Committee and Commission on efficient cost-effective digital data collection methods.
- 5.5 Ensure information systems and applications are robust and available with appropriately defined service levels.

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.

¹ Findable, accessible, interoperable, reusable.

- 6.1 Ensure a sound financial and administrative basis for CCAMLRC operations maintaining leading practice standards for administration of the Secretariat's financial resources and personnel management.
- 6.2 Provide support to SCAF and the Commission on financial and administrative matters, including development of sustainable financing options.
- 6.3 Implement an effective HR system, including the development of efficient online HR and payroll systems, which include opportunities for the consultation of staff on HR issues.
- 6.4 Maintain Secretariat expertise at an internationally acceptable level through a learning and development strategy which may include formal training and cooperation with other relevant institutions.
- 6.5 Review and revise where necessary workplace standards relative to an appropriate benchmark within the public service of the host country.
- 6.6 Provide administrative and logistic support for meetings and the Secretariat, including general office management.