



Update on the implementation of the recommendations arising from the 1st Performance Review of the IPHC (PRIPHC01)

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PURPOSE

To provide the PRIPHC02 with the status of implementation for each of the recommendations arising from the Report of the 1st Performance Review of the IPHC (PRIPHC01).

BACKGROUND

In response to calls from the international community for a review of the performance of Regional Fisheries Management Organizations (RFMOs), the International Pacific Halibut Commission (IPHC) agreed in 2011 to implement a process of Performance Review. The IPHC contracted with CONCUR, Inc., a U.S.-based firm, to undertake the review. CONCUR performed its work independently of IPHC Commissioners and staff, and concluded its report to the Commission in April 2012.

In undertaking the Performance Review, the contractor relied on the following approaches to assess the Commission's work and practices, track effectiveness, and gauge the need for revised approaches:

- 1) Conducting a set of 43 in-depth interviews with a representative and diverse set of stakeholders;
- 2) Observing the 2011 Interim and 2012 Annual Meetings and reviewing Commission background materials;
- 3) Reviewing practices at other regional fishery management organizations; and
- 4) Drawing on its professional judgment and experience.

In 2012, the contractor published a report outlining 12 recommendations (containing 39 parts) to improve the functioning of the IPHC ([McCreary & Brooks, CONCUR, Inc. 2012](#)).

In January 2014, the Commission issued a Progress Report, documenting the Commission's response to the 1st IPHC Performance Review ([PERFORMANCE REVIEW 2012: A Progress Report](#)). At Interim and Annual Meetings since then, Contracting Parties have noted the status of implementation of each of the recommendations arising from the report of the 1st Performance Review of the IPHC (PRIPHC01).

DISCUSSION

The Recommendations arising from the 1st Performance Review of the IPHC (PRIPHC01) are provided at [Appendix A](#) with associated responsibilities, timelines for implementation, and priorities. The final column provides a brief summary of the actions taken in implementing the recommendations. All recommendations have been completed/implemented.

RECOMMENDATIONS

That the PRIPHC02 **NOTE** paper IPHC-2019-PRIPHC02-03 which provides an update on the status of implementation for each of the recommendations arising from the 1st Performance Review of the IPHC (PRIPHC01).

APPENDICES

[Appendix A](#): Update on the status of implementation for each of the recommendations arising from the 1st Performance Review of the IPHC (PRIPHC01)

APPENDIX A

**UPDATE ON THE STATUS OF IMPLEMENTATION FOR THE RECOMMENDATIONS ARISING FROM THE 1ST
PERFORMANCE REVIEW OF THE IPHC(PRIPHC01)**

RECOMMENDATION	RESPONSIBILITY	WORKPLAN / TIMELINE	PRIORITY	UPDATE/STATUS
GOVERNANCE				
<p>1. Adopt clear and comprehensive protocols / rules of procedure</p> <p>1.1 Update and expand the existing Rules of Procedure for the Commission, Secretariat and each current stakeholder body (PAG, Conference Board and RAB).</p>	<p><i>Commission, IPHC Secretariat, Subsidiary Bodies</i></p>	<p>2013/14; 2016/17; 2018/19+</p>	<p>High</p>	<p>Completed: The Commission's Rules of Procedure have been updated three times since the PRIPHC01.</p> <p>IPHC Rules of Procedure (2014): Minor improvements made to clarify the functions of the Commission.</p> <p>IPHC Rules of Procedure (2017): Substantially updated by incorporating terms of reference and processes for each subsidiary bodies. A requirement for review and revision every two (2) years.</p> <p>IPHC Rules of Procedure (2019): Further revisions to refine the terms of reference and procedures the subsidiary bodies to reduce potential overlaps in mandate. In addition, a 'code of conduct' was added to guide the interactions of the subsidiary bodies.</p>
<p>2. Improve Commission transparency</p> <p>2.1 Conduct the bulk of the Commission's deliberations at the Interim and Annual meetings in public.</p>	<p><i>Commission, IPHC Secretariat</i></p>	<p>2012-19+</p>	<p>High</p>	<p>Completed: The Commission progressively decided to treat all meetings (Commission and its subsidiary bodies) as open unless specifically closed (sessions pertaining to personnel remain closed).</p> <p>All sessions are also live webcast to the public. Audio recordings of all sessions are also published on the website, and youtube channels for the public record. For example, see the following two links, the first being for the 95th Session of the IPHC Annual Meeting, and the second being a sublink to the audio recording from the same meeting posted on youtube. The link is included in the 'Meeting results' of the AM095 page:</p> <p>AM095 meeting page: https://www.iphc.int/venues/details/95th-session-of-the-iphc-annual-meeting-am095</p> <p>Youtube link: https://www.youtube.com/playlist?list=PLww0sbZpeo2dBacOa8qPmBQyOW0LkDvD1</p>

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				In session, all attendees, including observers and members of the public, as well as the webinar audience are able to pose questions and have them answered by the Commission in two-way dialogue during the meeting. The Commission also directed the CB and PAB to open their meetings to the public from 2017.
2.2 The Commission should retain the flexibility to conduct Commission-only retreats to foster candid deliberations on its own internal mechanisms and effectiveness.	<i>Commission</i>	2013-19+	High	Completed: The Commissioners meet once per year for a 1.5 to 2-day 'Work Meeting' in September of each year to receive an update on inter-sessional activities and provide guidance for the IPHC Secretariat in preparing material for the upcoming Interim Meeting (November of each year) and Annual Meeting (January/February of each year).
2.3 Discussion summaries from any in camera sessions – whether as part of the Interim/Annual meeting cycle or as a separate retreat – should be produced and made available (within four to six weeks) to any interested party. Exceptions should be made for those items (i.e., personnel and contractual matters) appropriately deemed confidential.	<i>IPHC Secretariat</i>	2013-19+	High	Completed: All report from meetings of the Commission and its subsidiary bodies are now required to be published within 15 days of the close of the respective meeting. This rule was included in the 2017 version of the IPHC Rules of Procedure. Since that time, publication time for IPHC meeting reports has continuously been reduced, with the most recent Report of the 95th Session of the IPHC Annual Meeting (AM095) being published on the same day as the meeting closed.
2.4 Refrain from taking policy actions in executive session. Aside from personnel matters, contractual issues and/or pending litigation, the Commission should refrain from taking policy actions in executive session.	<i>Commission</i>	2013-19+	High	Completed: The Commissioners reserve the right to hold closed Sessions when discussing sensitive personnel matters. However, wherever possible, the rationale for making decisions in closed session is communicated during public sessions, as noted in the IPHC Circular series, and in-session discussion.
3. Revisit Stakeholder Engagement Structure 3.1 Adopt a multi-step process over the next two years to transition the current stakeholder advisory arrangement into a unified, integrated body.	<i>Commission; IPHC Secretariat</i>	2013-19+	Medium	Completed: The Commission assessed that it would be better served by retaining the current industry board (CB, PAB, and RAB) structures, and decided against consolidating its subsidiary bodies into one. However, via the Rules of Procedure, the overlap in mandates has been reduced or eliminated.

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RESEARCH				
<p>4. Develop Strategic Approach to Research</p> <p>4.1 Develop a strategic Five Year Research Plan that links research projects to Commission objectives, with an accompanying and predictable budget. The Research Plan should address the specific organizing questions that structure the research, as well as the timeline of projects and deliverables. The Research Plan should also address specific objectives of cooperative research. Some specific topics to address may include size at age, migration, and impacts of bycatch, but these should be revised and confirmed as the Research Plan is drafted.</p>	<i>IPHC Secretariat</i>	2016-19+	High	<p>Completed: The IPHC Secretariat continues to refine the Commission's research planning and execution, to include clear linkage between the 5-Year Research Plan and annual planning. In addition, the annual research planning process has been revised to add rigor and strengthen its connection to long-term research goals and priorities.</p> <p>IPHC Biological and Ecosystem Research Plan</p>
<p>4.2 Bolster and formalize RAB. The RAB currently lacks any written Protocols/Rules of Procedure nor does it have any formal composition. Consistent with the steps outlined above to have clear guidelines and balanced participation, we recommend the Commission take steps to formally establish the RAB with associated objectives, participation criteria and other operational aspects.</p>	<i>IPHC Secretariat, Commission</i>	2017-19+	High	<p>Completed: IPHC Rules of Procedure (2017) adopted at the 93rd Session of the Commission included Terms of Reference for the Research Advisory Board (RAB). These were further enhanced and clarified in the IPHC Rules of Procedure (2019).</p>
<p>4.3 Consider periodic peer review. As the Commission moves forward, it should consider the need for periodic peer review of its long-term and annual research plan. We also recommend it expand commitments to pursue cooperative research.</p>	<i>IPHC Secretariat, Commission</i>	2012-19+	Medium	<p>Completed: The IPHC formed the Scientific Review Board (SRB) in 2013 to provide an independent scientific review of Commission science products and programs, and to support and strengthen the stock assessment process. The SRB has met 14 times since its inception. In 2017, the Terms of Reference for the IPHC Scientific Review Board (SRB) were formalized in the IPHC Rules of Procedure (2017) and contain peer review elements by independent experts in a range of fields covering IPHC research and assessment activities. These were further enhanced and clarified in the IPHC Rules of Procedure (2019).</p>

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STOCK ASSESSMENT				
5. Strengthen Stock Assessment Process				
<p>5.1 Foster regular peer review of stock assessment model and outputs, as well as the associated apportionment process.</p> <p>5.2 Ensure adequate time and predictable process for stakeholder and Commissioner discussion of proposed changes to the assessment model and the associated apportionment methodology.</p>	<p><i>IPHC Secretariat, Commission</i></p>	<p>2012-19+</p>	<p>High</p>	<p>Completed: The Commission has instituted the SRB as a regular ongoing peer-review mechanism, and has adopted a regular sequence of annual SRB meetings to support the assessment, the management strategy evaluation process, and the research program.</p> <p>As an indication of the state of IPHC science, IPHC scientists are regularly invited to present and instruct on assessment modeling and methods at international conferences and courses.</p> <p>The SRB undertook a detailed review of the stock assessment in 2015, and annually reviews updates to the modelling approach used in the stock assessment. In doing so it provides annual advice to the Commission on the quality of the assessment techniques employed.</p> <p>At the 95th Session of the Annual Meeting (AM095) in January 2019, the Commission adopted a proposal to contract an independent consultant to undertake a peer review of the IPHC Pacific halibut stock.</p> <p>The review is scheduled to be completed by the June SRB meeting and will be provided directly to Commissioners inter-sessionally, and during the Interim Meeting and Annual Meeting.</p>
<p>5.3 Augment Secretariat assessment staff.</p>	<p><i>IPHC Secretariat</i></p>	<p>2012-19+</p>	<p>Low</p>	<p>Completed: Since the 1st Performance Review, the IPHC Secretariat has hired top-level assessment and harvest policy scientists. The Commission has also brought in the services of graduate interns at appropriate points in the analytical process, and has budgeted for programming support of the management strategy evaluation process. The current staff list and associated bios (including publications) are accessible via the website: https://www.iphc.int/the-commission/secretariat-staff</p>

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CONVENTION				
6. Expand Commission Composition	<i>Commission</i>	2012	Low	Completed: Aside from incremental improvements to the Commissioner orientation process incorporating the feedback and experience of new Commissioners, the Commission has indicated that it does not intend to take further action on this recommendation.
6.1 Add alternates to broaden representation on Commission.	<i>Commission</i>	2012	Low	Completed: The Commission has decided that it does not anticipate any expansion of the Commission at this time, which is a matter for the Contracting Parties and would require renegotiation of the Convention governing the IPHC.
6.2 Articulate Commissioner recruitment criteria. 6.3 Press national government for more timely appointments. 6.4 Incorporate continuity as a consideration in revising Commission appointments.	<i>Commission</i>	2012	Low	Completed: This is a matter for the Contracting Parties. The Commission notes that the Contracting Parties are cognizant of the need for timely appointments and succession planning, and that the Commission will make all possible effort with both Canada and the United States of America to ensure timely appointments, as well as to facilitate smooth transitions through succession planning.
6.5 Revise Rules of Procedure to accommodate alternates.	<i>Commission</i>	2012	Low	Completed: As above
PLANNING				
7. Build Long-Term Strategic Plan 7.1 Articulate Overarching Goals and Objectives. Develop a concise statement of goals and objectives that takes the Commission forward over the next decade and beyond. 7.2 Identify implementation strategies to fulfill Overarching Goals and Objectives. Develop an Annual Plan and budget that fits within the framework of the longer-term strategic plan. 7.3 Identify milestones and performance measures to track progress. 7.4 Consider budgetary implications of priorities identified in the strategic planning process.	<i>Commission, IPHC Secretariat</i>	2012-19+	Low	Completed: The Commission originally postponed action on this recommendation until after higher-priority activities were complete. The IPHC Secretariat began work on this recommendation during 2017-18 and finalised the strategic planning document in early 2019. The document will be periodically updated. https://www.iphc.int/the-commission

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ADVICE				
<p>8. Structure Staff Advice to Strengthen the Delineation Between Scientific Analysis and Policy Options</p> <p>8.1 Clarify the respective roles and responsibilities of Commissioners and staff for each step of the analysis and policy development cycle.</p> <p>8.2 Present options for Commission consideration.</p>	<p><i>IPHC Secretariat</i></p>	<p>2012-19+</p>	<p>High</p>	<p>Completed: The Commission noted that the approach to delineation between science advice and policy options should follow accepted international best practices, and that as a first step towards implementation, an approach should be developed for risk-based harvest advice.</p> <p>The Commission has adopted a new structure for harvest advice proposed by the IPHC Secretariat, including a decision-table presentation format to support risk-based decision-making. This new advice structure clearly separates the scientific analysis from the management decisions, and was thoroughly examined and revised as part of the stock assessment review by the Scientific Review Board.</p> <p>The Commission also implement a Management Strategy Evaluation (MSE) process to better inform its policy analysis and choices, and chartered the MSAB in 2013 to contribute to the MSE process and advise the Commission and IPHC Secretariat on the development and evaluation of candidate objectives and strategies for managing the fishery more effectively.</p>
LEADERSHIP				
<p>9. Commissioners Should Seek and Take Advantage of Opportunities to Model and Exert Leadership</p> <p>9.1 Take an active role in articulating a vision for the IPHC and engaging in actions to carry out that vision.</p> <p>9.2 Exercise and model a stance of principled negotiation in deliberations over Commission matters.</p> <p>9.3 Provide clear guidance to Commission executive staff on functions ranging from conducting assessments, to developing options for catch limits, to providing advice to member governments and other organizations.</p>	<p><i>IPHC Secretariat</i></p>	<p>2012-19+</p>	<p>High</p>	<p>Completed: The Commissioners agreed that their role is to exercise leadership with regard to the work of the IPHC, and as such are demonstrating leadership through key initiatives detailed throughout this document. The Commission intends to continue to lead and make progress on key initiatives, as determined in consultation with stakeholders.</p>

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COMMISSION STRUCTURE				
<p>10. Elevate the Importance of Tribes and First Nations</p> <p>10.1 Ensure any revamping of the Commission structure, including but not limited to the industry advisors, RAB and Commissioner seats, accommodates tribal and First Nations participation along with other interested parties.</p> <p>10.2 Actively include First Nations and tribal scientists in structured peer reviews of the current assessment and apportionment methodologies, in particular when considering implementation of Recommendation #5.</p> <p>10.3 Ensure that Commission recommendations and consultations by national sections are consistent with the spirit and letter of U.S. and Canadian law and any associated rights of tribes and First Nations.</p>	<i>Commission</i>	2012-19+	High	<p>Completed: The Commission notes the importance of Tribes and First Nations within the domestic processes of Canada and the United States of America, and that issues pertaining to Pacific halibut and these groups are domestic responsibilities of the two Governments. The Commission noted that the Contracting Parties consult directly with the Tribes and First Nations.</p> <p>The Commission also stressed that the Tribes and First Nations have a very important existing participatory role in Commission processes, along with other stakeholders, and that it continues to value their participation, and to consider the interests of the Tribes and First Nations in its actions.</p> <p>The Commission notes that the effort to define roles and responsibilities (in response to recommendation #1) should help articulate the current avenues of engagement and the relationship of the IPHC to U.S.A. and Canadian domestic processes.</p> <p>The Commission welcomes suggestions on how its interaction with Tribes and First Nations can be facilitated and improved.</p>
MEETING CYCLE				
<p>11. Strengthen Interim and Annual Meeting process</p>	<i>Commission, IPHC Secretariat</i>	2012-19+	High	<p>Completed: Beginning with the 2012 Interim Meeting and the 2013 Annual Meeting, the Commission decided to open both meetings to the public as much as possible, including steps noted in the sub-items below. The Commission instituted these changes on a trial basis for the 2012-13 meeting cycle, and solicited feedback from the on-site and web audiences, noting that development of appropriate and workable formats and procedures for public participation is an iterative process.</p> <p>From 2018, all IPHC meetings are now open to the public as prescribed in the IPHC Rules of Procedure (2019).</p>
<p>11.1 Add a third meeting to the Annual Meeting cycle.</p>	<i>Commission</i>	2012	Low	<p>Completed: The Commission decided not to add the proposed third meeting to the annual cycle at present, but rather, continue with an information 'Work Meeting' as the third meeting to discuss with IPHC Secretariat staff and direct activities accordingly, prior to formal discussion at</p>

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				the Interim Meeting and Annual Meeting.
11.2 Foster stronger internal preparation for public meetings	<i>IPHC Secretariat</i>	2012-19+	High	Completed: The IPHC Secretariat continues to refine its internal processes and timelines in order to develop and publish meeting materials as far in advance of the meeting as possible.
11.3 Provide meeting materials as early as possible, even if that means posting materials in batches on-line rather than waiting until a comprehensive set of back-up documents can be produced in a single comprehensive package.	<i>IPHC Secretariat</i>	2012-19+	High	Completed: These were clarified in the IPHC Rules of Procedure (2017), including deadlines of papers to be published 30 days prior to the commencement of a meeting. This rule has been adhered to for all meetings since.
11.4 Expand the existing “Navigating the IPHC Meeting This Week” document to flesh out meeting objectives and protocols.	<i>IPHC Secretariat</i>	2012 +	Med	Completed: Meeting documents are reviewed each year with an eye to making them more informative and useful for meeting participants. The IPHC launched a new website in 2017 to enhance user accessibility of meeting materials and planning/delivery. https://www.iphc.int/
11.5 Increase opportunities for public comment.	<i>Commission, IPHC Secretariat</i>	2012-19+	High	Completed: The Commission has opened all sessions at the Interim and Annual meetings to the public, both in person and via a webcast, as well as all of its subsidiary bodies. As detailed elsewhere in this document, public comment is also welcomed during all IPHC meetings.
11.6 Make greater use of webinars to streamline meetings.	<i>IPHC Secretariat</i>	2012-19+	Med	Completed: All IPHC meetings are now webcast. The webcasts at both meetings have been expanded to include the ability for the web audience to submit questions or comments during the proceedings.

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COMMUNICATION				
12. Improve Communications				
12.1 Improve timeliness and use of meeting summaries – both in real-time and post-meeting.	<i>IPHC Secretariat</i>	2012-19+	Med	<p>Completed: Meeting reports are now being published soon after a Session closes.</p> <p>All report from meetings of the Commission and its subsidiary bodies are now required to be published within 15 days of the close of the respective meeting. This rule was included in the 2017 version of the IPHC Rules of Procedure.</p> <p>Since that time, publication time for IPHC meeting reports has continuously been reduced, with the most recent Report of the 95th Session of the IPHC Annual Meeting (AM095) being published on the same day as the meeting closed.</p> <p>At each subsequent session, an Actions Arising paper is published, detailing progress made during the inter-sessional period. In 2017, numerical tracking of actions was introduced for the first time, to facilitate tracking and reporting. An example from the recent AM095 meeting of the Commission: https://www.iphc.int/uploads/pdf/am/2019am/iphc-2019-am095-03.pdf</p>
12.2 Develop agreed upon written policy to guide staff comment – in writing or in testimony – on policies under consideration before other bodies.	<i>IPHC Secretariat</i>	2012-19+	High	<p>Completed: The Secretariat has developed an internal process for comment, testimony, or written inputs to outside organizations or meetings, including internal and external briefing notes.</p>
12.3 Improve outreach to and discussions with non-traditional constituencies such as bycatch users and sport fishermen.	<i>Commission, IPHC Secretariat</i>	2012-19+	High	<p>Completed: The IPHC Commissioners and Secretariat have continued to reach out to users of the Pacific halibut resource outside the commercial fishery. The Commission is extensively engaged with the North Pacific Fishery Management Council on bycatch issues, at both the scientific and the management levels. This process has will be ongoing.</p>

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12.4 Explore opportunities to make better use of technologies – including from RSS feeds to social media forms such as Twitter and/or Facebook – to keep interested stakeholder apprised of recent IPHC-related news.	<i>IPHC Secretariat</i>	2012-19+	Med	<p>Completed: The IPHC Secretariat has developed a robust social media protocol and makes extensive use of Facebook and Twitter to reach stakeholders. The “live tweeting” of the Annual Meeting has become the favored means for news organizations to gather data for their reporting.</p> <p>IPHC Twitter: https://twitter.com/iphcinfo</p> <p>IPHC Facebook: https://www.facebook.com/InternationalPacificHalibutCommission/</p> <p>IPHC YouTube: https://www.youtube.com/user/IPHCStaff</p> <p>IPHC LinkedIn: https://www.linkedin.com/company/international-pacific-halibut-commission</p>