



Southern Seabird
Solutions

Southern Seabird Solutions Trust

Strategic Plan

2011-2015

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1. INTRODUCTION

Southern Seabird Solutions Trust is now eight years old. It has achieved a great amount of progress, is well known domestically and internationally and has been well supported by government, NGOs and the fishing industry. Time does not stand still and the Trust must look towards the next five years, identifying opportunities and taking on challenges. Some of the key challenges faced by the Trust are the need to:

1. Diversify and grow sources of funding
2. Build and develop project-based support
3. Clearly identify where Trust's energies are best spent for maximum positive impact
4. Define the Trust's role into the future

This strategic plan aims to provide a pathway for meeting these challenges and making a real difference to seabirds throughout the Southern Hemisphere.

This document replaces the 2005-2010 Trust Strategy and builds on feedback the Trust received from supporters at the 2008 Review Workshop.

2. WHO WE ARE

The Southern Seabird Solutions Trust (SSST) is a non-statutory alliance of New Zealand fishing industry, government, WWF and Te Ohu Kaimoana, which collaborate to promote the conservation of seabirds, both within and outside New Zealand. The main focus of the Trust is promoting fishing practices in the Southern Hemisphere that avoid the incidental capture of seabirds.

SSST promotes good fishing practice through a range of activities, including disseminating information, sharing expertise, providing publicity and recognition to fishermen who are taking appropriate actions, and promoting good role models in the fishing industries. The scope of the group extends throughout the Southern Hemisphere with a focus on the species for which New Zealand has a statutory responsibility.

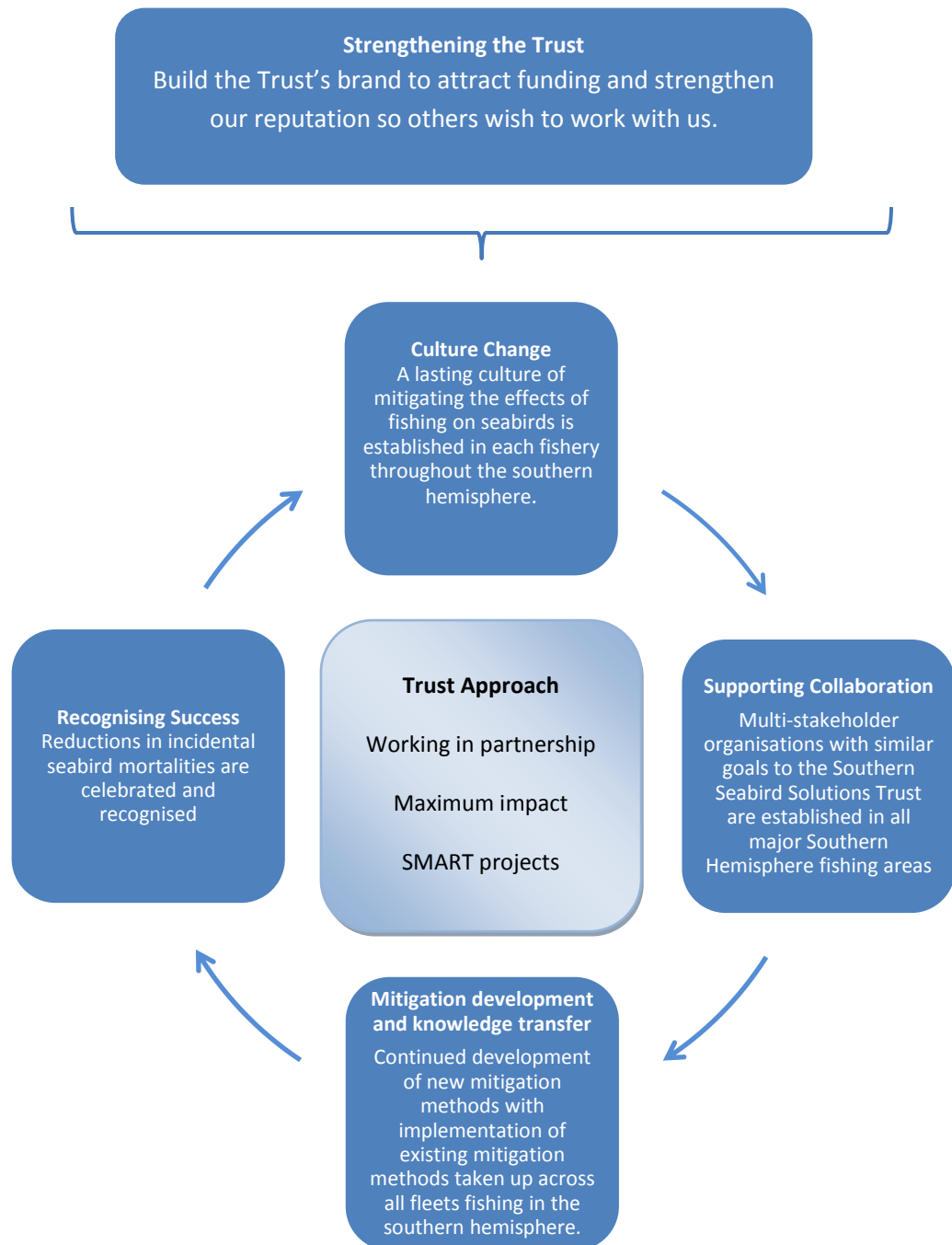
3. OUR VISION

The Southern Seabird Solutions Trust exists to achieve the following vision:

All fishers in the Southern Hemisphere avoid the capture of seabirds

4. STRATEGIC GOALS AND THE TRUST APPROACH

The Strategic Goals achieve our vision through working collaboratively across traditional sector boundaries to bring about and support a culture change, transferral of knowledge, implementation of mitigation and, finally, to celebrate success. Success breeds success, generating further cultural changes in other fisheries and, indeed, other fishers. The strategic goal of Strengthening the Trust is central to the success of the other strategic goals. The below diagram illustrates this virtuous circle.





Central to how we achieve our strategic goals and objectives is the **Trust Approach**, guiding the way in which we consider and deliver project work.

Working in Partnership

The multi-stakeholder model has been central to the Trust's success thus far and this approach acknowledges the importance of working with a number of stakeholders to meet the Trust's strategic goals and achieve the Trust's vision. It also reiterates the value of the Trust as a meeting place for a number of parties to find solutions to seabird mortality.

See Appendix A for an analysis of the Trust's role in the Stakeholder Landscape and Appendix B for an analysis of how Key External Drivers might influence and change the context in which the Trust operates.

Maximum Impact

The Trust will continually assess where it can make the biggest difference to seabird mortalities. This will be related to achievement against our strategic goals as well as other criteria such as the importance of particular fishing grounds to seabirds, presence of threatened species, and match of the Trust's strengths to the situation.

When meeting objectives, the priority focus of the Trust will be on fisheries that overlap with New Zealand breeding seabirds as New Zealanders relate most strongly to these species and as it will complement any domestic work to reduce fishing interactions with "our" seabird species.

Smart Projects

The Economics of Ecosystems and Biodiversity Report for Business (TEEB) outlines a useful method to frame biodiversity targets. Utilising this approach as a guideline the Trust projects should be Specific, Measurable, Achievable, Relevant and Time-bound. Projects will include measures of success against targets.

5. OBJECTIVES

SSS must forge a pathway that builds on previous successes and harnesses the strength of the Trust while complementing the work of other organisations. SSS will therefore play its part in achieving the vision by focussing its efforts on the following specific objectives. Projects in the annual Business Plan should demonstrate a direct link to these objectives and aim to meet SMART targets in relation to these objectives.

Strategic Goals	Objectives
Strengthening the Trust Build the Trust's brand to attract funding and strengthen our reputation so others wish to work with us.	Build the Trust's Brand to attract funding and sponsorship from a variety of sources.
	Maintain a presence for the Trust's brand and awareness of its work with target audiences.
Supporting Collaboration Multi-stakeholder organisations with similar goals to Southern Seabird Solutions Trust are established in all major countries fishing in the Southern Hemisphere.	Facilitate the development of multi-stakeholder partnerships in other Southern Hemisphere countries, especially coastal states.
	Forge relationships with similar partnership organisations and other groups working in the field of seabird-fishery interactions, including Distant Water Fishing Nations (DWFN).
Culture change A lasting culture of mitigating the effects of fishing on seabirds is established in each fishery throughout the Southern Hemisphere.	Engage and inspire fishermen and others to take action to address incidental seabird mortalities.
	Provide incentives for fishermen and others to take action to address incidental seabird mortalities.
Mitigation development and knowledge transfer Continued development of new mitigation methods with implementation of existing mitigation methods taken up across all fleets fishing in the Southern Hemisphere.	Support and encourage the development of new mitigation measures.
	Support and encourage the uptake of effective mitigation measures within the Southern Hemisphere.
Recognising success Reductions in incidental seabird mortalities are celebrated and recognised	Recognise and celebrate the success of fishermen and others who have successfully reduced incidental seabird mortalities in their fishery

6. BRAND MANAGEMENT

The increasing need to broaden our sponsorship base will require improvement in the way we manage and use our brand. The 2011-2015 Communications and Positioning Strategy outlines the Trust's brand position, high-level messages and target audiences, as well as protocols around communications.

7. DELIVERING THE WORK OF THE TRUST

PROJECT WORK

The Trust makes a difference by delivering projects that contribute towards our strategic goals. Projects are often delivered in partnership with other organisations, individuals or fishing companies, and will usually be managed by a subset of the Management Committee, along with support from the Trust Manager or Trust Convenor.

CORE WORK

The Trust also makes a difference by providing a neutral forum from which the partnership model operates. To support projects, operate the partnership model and maintain the Trust brand requires an underlying set of 'core' work. As the volume of project work increases so will the volume of core work and resourcing of this should be assessed annually. Core work is understood as that which maintains the Trust's on-going existence and effectiveness. Core work can be divided into:

- Fundraising
- Marketing and communications
- Relationships and networking
- Analysis, strategy, management and business development
- Administration
- Overheads

FUNDING

It is likely that generating sponsorship will become an increasingly important role for the Trust and hence fundraising resourcing should be carefully considered in financial planning.

Core funding

- Ensure on-going productive and transparent relationships with current core funders DOC and SeaFIC. This includes continuing to engage core funders through a collaborative approach to Trust management and continued involvement on Trust Board and Management Committee.
- It may be decided that a change from a core funding model of a few high cost contributions, to a key partner funding model (where all key partners contribute towards running costs) is required over the coming years in order to maintain the Trust's existence and meet its core costs into the future.

- Develop additional non-project income streams including growth of Supporter sponsor level (around \$1000pa) and introduction of private donor opportunities such as an annual appeal or online giving mechanism.

Project Sponsorship

- Sponsorship of projects incorporates the full cost of the project, including staff time.
- In addition, where possible, a 15% contribution of the total project budget should go towards the running of the trust (eg. core costs).
- The Trust should look to seek project sponsorship from a larger number and wider range of sponsors including charitable trusts, international foundations and corporate organisations seeking environmental or socially responsible market differentiation/branding.
- Long-term project sponsors that commit to multi-year programmes, potentially to deliver a particular work programme or suite of projects, offer the Trust financial stability through this 15% contribution.
- The Trust should continue to establish balanced groups of project sponsors for each project that reflect its partnership approach, including sponsors from industry, government and eNGOs.
- In addition to the seeking funds from a wider group of sponsors, seek a funding commitment from each key partner involved on the Board or Management Committee by an agreed deadline each year, in response to the Trust's Annual Business Plan. The annual Business Plan should clearly outline sponsorship opportunities for Key Partners. Note however, that moving to a Key Partner funding model for core work may redirect funds otherwise used to fund projects. This accentuates the need to broaden project sponsorship sources.
- In addition to funding, an estimate of Management Committee members' time commitment to projects will be outlined in the Annual Business Plan and updated as necessary throughout the year. This involvement can be recognised as sponsorship in kind.

Other funding

- Other income streams should continue to be sought such as fundraising through events, cultivating private donors and applying for grants both domestically and abroad
- The Trust may also look to earn money through tendering for contracts relevant to its vision and as such could consider positioning itself as a service provider.

ROLES AND RESPONSIBILITIES

Governance

- Board of Trustees
 - Continue to be responsible for overseeing the work of the Trust, providing strategic direction and promoting the work of the Trust
 - Central role in securing funding for projects and, as appropriate, for core costs

Delivery

- Management Committee
 - Agreement on annual sponsorship (cash and in-kind) contributions from Key Partner organisations in accordance with Annual Business Plan
 - Strong accountability for delivering work plan to achieve Trust outcomes
 - Central role in securing funding for projects
- Trust Convenor
 - Continue to be responsible for reporting to the Board of Trustees, promoting the Trust, relationship building and networking and strategic planning
 - Central role in securing funding for projects
- Trust Manager
 - Functions of role include administering meetings, projects, and accounts, fundraising and business planning
 - Role could be split to take advantage of opportunities such as in-kind support (e.g. administrative services) and to fit with the availability of suitable potential staff members
- Communications Manager
 - To be introduced and trialled in 2011
 - Role to include maintenance of brand and profile, coordination of communications sub-committee, communications work linked to both core and project work.
 - Strategic oversight of Trust brand development in conjunction with Trust Manager and Convenor.

Volunteers and Associates

- Other volunteers and associates including, but by no means limited to:
 - Opportunities to co-opt non-management committee members to manage projects
 - Opportunities to seek volunteers or in-kind support for some of the role of Trust Manager
 - Opportunities to use interns to assist with communications work under the guidance of an experienced contractor or the communications sub-committee

APPENDIX A – SSST ROLE IN THE STAKEHOLDER LANDSCAPE

The stakeholder landscape is complex. This appendix summarises the key stakeholder groups that are working to address fishing interaction with seabirds, what their strengths are, and what their relationship to SSST may look like. This table will help to identify SSST's place in the stakeholder landscape and to identify where SSST can make the biggest difference and which stakeholders to partner with to achieve shared outcomes.

To be successful the Trust will need to build on its **strengths**, maximise **opportunities** and **work fruitfully with other organisations** to achieve common goals. It will also need to identify **what is outside the scope of the Trust**.

STRENGTHS

The Trust has the following strengths:

- Three-way partnership. Able to build on initiatives by government, industry and ENGO sectors without conflict or tension
- Recognised by fishermen. Able to build trust on the water as well as in the boardroom
- Simple messages and common goals. Strong sense of final destination
- Defined work programmes. Role in the stakeholder landscape plays on strengths such as communication, engagement and inspiration
- Strong networks. Recognised domestically and internationally. Contacts throughout the main sectors and organisations
- Positive relationship with fishermen. Able to develop role models and recognise success
- Good communication skills and networks. Able to reach widely and deeply through communication networks

OPPORTUNITIES

The following opportunities may present themselves over the next five years:

- More certainty around domestic and international strategic direction for addressing incidental seabird injury and death – through ACAP and New Zealand’s NPOA-Seabirds
- Greater focus on sustainable seafood presents more opportunities for funding and more incentives for collaboration, awareness raising and success
- Sustained or increased funding of the sector through ACAP and other large global donor organisations
- Likelihood of inshore stakeholder consolidation provides opportunities for collaboration
- Increasing number of countries developing NPOAs could lead to more multi-sector partnerships
- Increased use of communication technology by fishermen opens up new channels and opportunities

OUTSIDE THE SCOPE OF THE TRUST

Because of the Trust’s membership, it would be inappropriate for it to publically comment on Government policy or regulatory proposals. In addition, the Trust will not provide commentary on issues that arise in the media in relation to seabird mortalities in fishing.

KEY STAKEHOLDERS AND THEIR RELATIONSHIP TO SSS

Name	Type of organisation	Key activities	Key strengths	Relationship to SSS
International stakeholders				
ACAP	Government to government agreement	Research, information gathering and dissemination, advocacy, agenda-setting, funding	Membership consists of all major southern hemisphere countries and many fishing nations, source of authority and natural home for seabird related information and advice Able to engage with RFMOs Good networks with ENGO, developing countries, scientists and researchers	Source of funding Source of publicity Provides strategic direction Forum for networking Global source of knowledge and information
CCAMLR	Government to government treaty	Fisheries management, conservation, research, information gathering and dissemination	Reputation second to none for effective seabird conservation Source of leadership and inspiration Continually improving mitigation measures and strategies	Source of knowledge and information on mitigation developments Forum for networking
Other RFMOs	RFMOs	Fisheries management, conservation	Can set binding measures on fishing fleets Has potential to determine the fate of numerous seabird species	Limited relationship to SSS Source of information on global trends and attitudes

WWF	ENGO	Conservation, funding, advocacy, information dissemination	Globally respected, reputation for forming effective partnerships, well connected, existing marine work programme	Members of SSST Board and Management Committee. Good linkages for exporting the model, opportunities for collaboration
BirdLife International	International ENGO	Conservation, research, advocacy, training, agenda-setting, information gathering and disseminating	Globally respected, well-funded, well connected Reputation second to none for effective engagement on seabird issues	Source of information and knowledge Complementary work programme Opportunities for collaboration
Other seabird NGOs: Projeto Albatroz (Brazil), Pro Delphinus (Peru)	Seabird ENGOs	Conservation, research, advocacy, information dissemination	Local and regional experts, well connected, good reputations, strong seabird work programmes	Opportunities for collaboration, forum for networking, opportunities for exporting the model, information exchange etc
Domestic stakeholders				
MFish	Government department	Fisheries management, conservation	Can set binding measures Agenda setting Has potential to influence wide range of outcomes Has statutory obligations to address seabird interactions	Members of SSST Board and Management Committee. Source of funding Complementary work programme Provides strategic direction Opportunities for collaboration
DOC	Government department	Conservation, research, information-	Has statutory powers to gather and disseminate information, conduct research	Members of SSST Board and Management Committee. Source of

		gathering and disseminating, training	and address threats to seabirds	funding Complementary work programme Source of knowledge Opportunities for collaboration
MFAT	Government department	Trade, conservation, international relations	Agenda setting Has potential to influence wide range of international stakeholders	Source of funding Opportunities for collaboration Forum for networking
SeaFIC	Industry representative body (quota holders)	Fisheries management, policy, science, advocacy, training (SITO), information dissemination	Whole of industry oversight, good networks, publications, decision-making, engagement on seabird issues	Members of SSST Board and Management Committee. Source of funding. Opportunities for collaboration. Forum for networking.
DeepWater Group	Commercial Stakeholder Organisation	Fisheries management, education and training, research	Strong governance arrangements, established work programme, good collaboration with MFish and others	Members of SSST Management Committee. Complementary work programme, source of information and knowledge, potential role models, opportunities for international collaboration
Te Ohu Kaimoana	Maori voice	Quota allocation, Fisheries Management, leadership and cultural guidance	Has potential to influence wide range of stakeholder outcomes	Members of SSST Board and Management Committee. Source of funding Provides strategic direction Opportunities for collaboration

Inshore CSOs	Commercial Stakeholder Organisation	Fisheries management	Regional focus and knowledge, key work area for seabirds, increasing collaboration between CSOs to improve governance and engagement	Opportunities for collaboration at the fishery level or through mitigation development. Largely untapped relationship
Federation of Commercial Fishermen	Industry representative body (Fishermen)	Fisheries management, training, information dissemination, advocacy	Local and regional focus, on-the-water presence, wide reach of fishermen, engaged in seabird issues	Members of SSST Management Committee. Opportunities for collaboration at the fishery level or through mitigation development. Relatively new relationship
Forest & Bird	ENGO, BirdLife partner	Conservation, advocacy, information dissemination	Strong supporter base, good networks, engaged in seabird issues	Opportunities for collaboration, complementary work programme

APPENDIX B –KEY EXTERNAL DRIVERS

The work of the Trust will be influenced by factors outside of its control, and will need to predict and benefit from these emerging trends. While it is not possible to identify all of the changes that will occur over the life of this plan, the following section provides some of the known drivers that may influence the work of the Trust.

INTERNATIONAL

The Agreement on the Conservation of Albatrosses and Petrels (ACAP) has established itself as the principle international organisation for addressing the effects of fishing (and land-based effects) on seabirds. The roles that ACAP fulfils include:

- Collating information on global best practice mitigation measures
- Collating information on population status and trends of seabirds
- Identifying high priority species and fisheries for management action or further research
- Funding third parties to deliver projects that contribute to ACAP priority work areas

ACAP will increasingly determine global priorities for seabird conservation and will channel funding into those priority areas.

Market pressures for sustainable seafood are likely to increasingly impact on New Zealand's fisheries over the lifetime of this plan. Current trends indicate that this will be a combination of formal government-driven import requirements and less formal, though no less relevant, consumer/retailer-driven requirements.

Harmonisation of measures in tuna RFMOs are likely to occur meaning that RFMOs may follow set pathways from determining if a problem exists through to determining appropriate management measures and monitoring. It may become easier to predict where progress will or won't be made in tuna RFMOs and to direct resources accordingly.

DOMESTIC

A **Seabird Standard** will be released for consultation in late 2010 that will set out proposals for how New Zealand intends to manage its seabird-fishery interactions. The delivery of management actions will likely be through Fisheries Plans. Taken together, the Standard, and the Fisheries Plans that give effect to that Standard, will likely form New Zealand's NPOA-Seabirds.

This framework will provide guidance on where key interventions may be necessary, including priorities for mitigation, education and research. It is likely that all government-led activities to address incidental seabird injury and death will be driven through fisheries plans, informed by the Seabird Standard and NPOA framework.

Some **stakeholder groups** may become key domestic drivers of change over the next five years as discussed above.