



Southern Seabird
Solutions

Southern Seabird Solutions Trust

2011 Business Plan

INTRODUCTION

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 incidental seabird mortality.

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.

The Trust will focus on the following over this next period:

1. Diversify and grow sources of funding
2. Build and develop project-based support
3. Undertake projects that provide maximum positive impact and utilise the Trust's strengths

The Trust will seek sponsorship for a diverse mix of projects in 2011. These include training fishermen as part of a seabird smart training programme, providing support to mitigation inventors worldwide, engaging with recreational fishermen, publicly recognising good industry practice, raising the public's awareness about seabirds through photography, and supporting the industry/WWF alliance in South Africa. Collectively these projects will move us towards our goal of fishers in the southern hemisphere avoiding the capture of seabirds.

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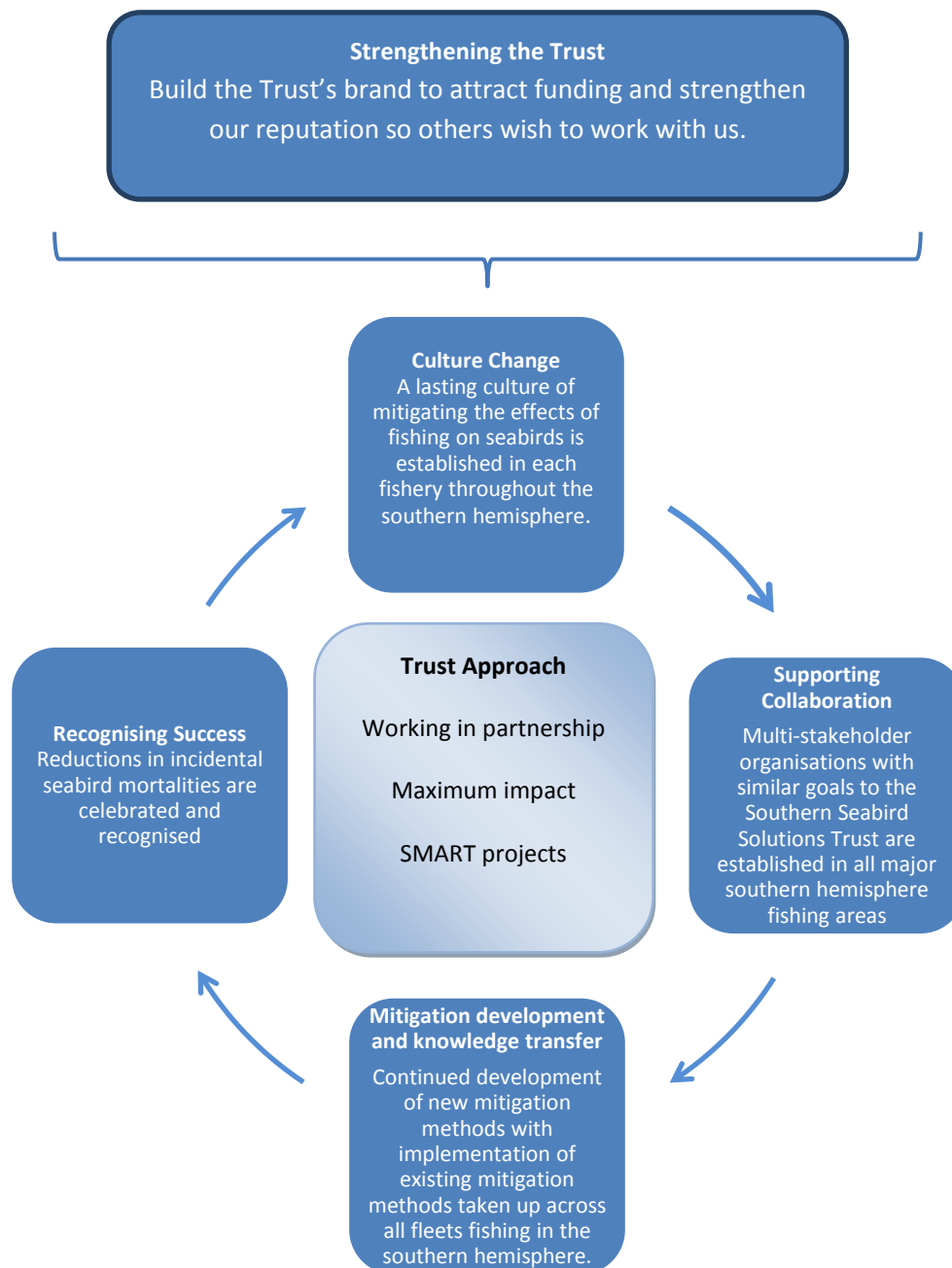
Other related documents:
2011 Budget, 2011-2015 Strategic Plan

1. ENACTING THE TRUST'S VISION

The Trust's vision is that:

"All fishers in the southern hemisphere avoid the capture of seabirds"

The Trust's 2011-2015 Strategy identifies the following Strategic Goals as the way to achieve its vision. The Trust will best meet its Strategic Goals through the following approaches - Working in Partnership, choosing projects that will have Maximum Impact and designing SMART Projects (Specific, Measureable, Achievable, Relevant and Timebound).



Strategic Goals	Objectives	Projects ¹
<p>Strengthening the Trust</p> <p>Build the Trust’s brand to attract funding and strengthen our reputation so others wish to work with us.</p>	<p>Build the Trust’s brand to attract funding and sponsorship from a variety of sources.</p>	<p>Strengthening the Trust Project Suite</p> <p>Recreational Fishing Project</p> <p>South Africa</p> <p>Seabird Smart Training Programme</p>
	<p>Maintain a presence for the Trust’s brand and awareness of its work with target audiences.</p>	
<p>Supporting Collaboration</p> <p>Multi-stakeholder organisations with similar goals to the Southern Seabird Solutions Trust are established in all major countries fishing in the southern hemisphere.</p>	<p>Facilitate the development of multi-stakeholder partnerships in other Southern Hemisphere countries, especially coastal states</p>	<p>South Africa</p> <p>Strengthening the Trust Project Suite</p>
	<p>Forge relationships with similar partnership organisations and other groups working in the field of seabird-fishery interactions, including Distant Water Fishing Nations (DWFN).</p>	<p>Strengthening the Trust Project Suite</p>
<p>Culture change</p> <p>A lasting culture of mitigating the effects of fishing on seabirds</p>	<p>Engage and inspire fishermen and others to take action to address incidental seabird mortalities.</p>	<p>Recreational fishing project</p> <p>Seabird Smart Training Programme</p>

¹ Projects shown in bold are being undertaken to achieve the objective. Those not in bold are being undertaken to meet other objectives but will make a contribution

is established in each fishery throughout the southern hemisphere.	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.	International Mitigation Mentor Programme Seabird Smart Training Programme Recreational Fishing Project
	Support and encourage the uptake of effective mitigation measures within the Southern Hemisphere.	Seabird Smart Training Programme Recreational fishing project Strengthening the Trust Project Suite
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	Seabird Smart Training Programme Recreational Fishing Project Strengthening the Trust Project Suite

2. CORE ACTIVITIES

ADMINISTRATION AND FINANCIAL MANAGEMENT

It is expected that with a switch to a 'cloud' based accounting package and internet banking, considerably less time will be required to manage the Trust's finances than in 2010.

It is proposed that the Trust holds one Management Committee meeting per annum in a port town which will result in an increased cost.

MARKETING AND COMMUNICATIONS

While much communications and marketing work takes place through Project Work, the following items are identified as necessary and will be funded by core budget:

- Website reorganisation and ongoing maintenance
- 3 -4 e-newsletters
- Management of the Communications Sub- Committee (includes sign off of articles and other communications material and organisation of workload planning)
- Developing sponsorship material

A Communications Manager will be contracted for the year to manage this work for around \$13,000/ 160 hours. This cost has been included in the core budget.

It is envisaged that the same person would be used to deliver the communications aspects of Trust Projects (funded through project sponsorship). Marketing and communications activities are supported with the direction of the Communications sub-committee. The Trust also receives further support from SeaFIC in hosting its website.

FUNDRAISING

Significant time has been set aside for fundraising in 2011 (130 hours for the Trust Manager and 70 hours for the Trust Convenor). With the planning process brought forward it is expected that project fundraising will be the focus of the Trust Convenor and Manager's work until April in 2011.

In addition to raising funds for projects, the Trust Manager will also spend time early in 2011 on the following fundraising tasks:

- Planning a targeted annual appeal to launch later in the year, which will include establishing and growing a database and developing material to send in an appeal
- Investigating and evaluating the value of an online giving mechanism
- Identifying likely donor domestic Community Trusts and international Foundations, and preparing standardised grant application material.

The cost for this has been detailed separately:

- Appeal – 19 hours, total cost \$1385
- Online giving – 13 hours, total cost \$1,445
- Community Trusts – 23 hours, cost \$1495

At the Board's discretion during 2011, funds may be taken from reserve specifically to fund all or part of this work, or alternatively these tasks will be prioritised to sit within the Trust Manager's already allocated fundraising time of an average of 2.5 hours per week.

It is noted that the Strengthening the Trust Project will also contribute towards the diversification of the Trust's core funding income streams and that this should remain a strong focus for the Trust over the coming year.

STRATEGIC AND BUSINESS PLANNING

With a strategic plan in place for the next 5 years, and planning processes brought forward, the work required in this field should be less in 2011 than 2010. From September to November a focus of the Trust Manager and Convenor's work will be in assessing work in 2011 and preparing work for the coming year. The Trust will also investigate ways to position New Zealand as a 'seabird responsible' nation within international fisheries management contexts. A separate plan will be prepared for this work and it is to sit within the core budget available.

3. PROJECTS

The Trust enacts its vision through project work. Projects are outlined below. Project plans have been prepared and budgeted for Priority Projects and are available in the *2011 Southern Seabird Solutions Trust Projects* document. See the *2011 Budget* for a detailed breakdown of estimated costs as they stand at date of issue of this plan.



Potential Projects are described in less detail and will proceed only if funding is secured.

According to the Trust's operating principles, projects only proceed if, and when, full funding is secured unless otherwise agreed by the Board of Trustees.

PRIORITY PROJECTS

PROJECT NAME	STATUS	PROJECT BRIEF	ESTIMATED COST IN 2011 AND POTENTIAL SPONSORS
International Mitigation Mentor Programme	Commenced 2010	The International Mentoring Programme will provide feedback and advice to fishermen and other inventors on their mitigation ideas. This will include feedback on the design of the mitigation idea, as well as guidance on the development and testing phases that will be needed, advice on potential collaborators or funders, and other ongoing support. As part of this project the Mentor will seek funding from Seafood Innovations Ltd to trial promising mitigation ideas over the next few years. There is likely to be some cross over with the recreational fishing project.	<p>Cost = \$35,000 Secured = approx. \$25,000 (WWF, Sanford, Sealord, Maersk Line and Encounter Foundation)</p> <p>To raise = approx. \$10,000</p> <p>Potential Sponsors:</p> <ul style="list-style-type: none"> • Seafood Innovations Ltd • Fishing gear manufacturers • International industry • ACAP • International conservation organisations (MCAF, Conservation International, American Bird Conservancy, Blue Ocean Institute) • Sponsors associated with recreational fishing (see below)

Recreational Fishing	Commenced 2010	<p>The purpose of this project is to draw on the knowledge of leaders connected with the recreational sector to find out more about the interaction between seabirds and recreational fishing, identify priority recreational fisheries, and commence raising awareness with them on the issue. This initial project will be carried out in the Hauraki Gulf. Based on our experiences there, we will develop a longer-term plan for the Gulf and any other parts of New Zealand coastline that are likely to be hotspots. Ideas at this stage for longer term activities include a competition for new mitigation ideas and innovations and trailing some existing ideas.</p>	<p>Cost = \$36,500 Secured = approx \$12,000 (DOC) To raise = \$24,500</p> <p>Potential Sponsors</p> <ul style="list-style-type: none"> • Recreational fishing gear retailers or manufacturers • Bait suppliers • SPARC • Community Trusts • Fuel companies • Boat builders
Seabird Smart Training Programme	Project to start in 2011	<p>This project looks to establish and run a training programme that educates and inspires fishermen to carry out seabird smart fishing practices while on the water.</p> <p>It aims to reduce seabird mortalities as a result of fishing interactions through the delivery of quality training and education, and bring about cultural change through recognising the success of skippers participating in the programme. It will champion existing opinion leaders within the fishing industry to maximise the enthusiasm and commitment to seabird conservation exists amongst New Zealand's fishing industry.</p> <p>It looks to engage with both inshore and deepwater</p>	<p>Cost = \$38,000 Secured = \$11,500 (DOC) To raise = \$26,500</p> <p>Potential Sponsors</p> <ul style="list-style-type: none"> • Quota holders via CSO • SITO • Foodstuffs/Progressive • Sydney Fish Market • PriceWaterhouse Coopers/Deloitte

		<p>fleets and will integrate its approach via SITO and the DeepWater Group's existing training programmes. It will also consult with the Ministry of Fisheries to ensure alignment of training criteria under a future NPOA - Seabirds. A key aspect of the training will be its relevance to the particular audience guided by what specific seabird interactions these fishers will likely face (due to their fishing method and location) and what specific mitigation measures are likely to work best for their vessels in a given situation.</p>	
Supporting South Africa's RFA	To start in 2011	<p>Support from SSST throughout 2011 will assist the strengthening of South Africa's Responsible Fisheries Alliance. The Chair (Samantha Petersen, WWF) has requested the Trust Convenor attend a review workshop and assist in identifying solutions to the issues the Alliance is facing based on our experience within SSST. Another possibility is the establishment of an industry led online forum. A decision on the next work will be made in consultation with Samantha Petersen in early 2011. A budget for attendance at a meeting has been costed for inclusion in the 2011 budget.</p>	<p>Cost = \$15,000</p> <p>No funds secured, but WWF-South Africa have identified a potential funding source for part of the costs.</p> <p>Potential Sponsors</p> <ul style="list-style-type: none"> • MFAT • South African seafood retailer (WWF SA to coordinate)

<p>Strengthening the Trust</p>	<p>To start 2011</p>	<p>The purpose of this 'project suite' is to develop and enhance the Trust brand, deliver Trust messages and broaden and improve our ability to secure sponsorship. It includes communications work, marketing and advertising that is not associated with other projects or included in core work, as well as a suite of projects that raises our profile.</p> <p>Regular/ongoing – starting 2011</p> <ul style="list-style-type: none"> • Preparing generic articles for publication targetting new audiences such as Air NZ inflight magazine. • Funding regular advertisements in fishing magazines – such as in Seafood, and/or recreational fishing magazines. • An annual fundraising event (potentially to be linked with other projects such as the Photo Competition or Seabird Safe Awards) <p>2011</p> <ul style="list-style-type: none"> • An information booklet and potentially a smaller brochure about the Trust for sponsors and stakeholders • Cards using photos from the photo competition • Photo competition • Collaboration, materials and mechanisms to target private donors via seabird tourism operators (especially international tourists) <p>2012 and 2013</p>	<p>Cost = \$67,000 No funds secured</p> <p>Potential Sponsors</p> <ul style="list-style-type: none"> • Sir Peter Blake Trust • New Zealand Geographic • Lee Fisheries • Fuel companies • Recreational fishing gear retailers or manufacturers • Current Seafood ad sponsors • Chapman Tripp • Community Trusts
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		<ul style="list-style-type: none"> • Exhibition stand • Cook Strait, Hauraki Gulf, Stewart Island and other ferries • Facebook and/or Twitter profile • Seabird Calendar <p>Grouping this work into a suite of projects is based on the reasoning that the Trust's brand, communications and fundraising work is mutually dependent. It also enables planning for a number of years' work towards the Trust's Strengthening the Trust objective, while presenting an attractive opportunity to sponsors where lower profile are balanced by higher profile projects.</p>	
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POTENTIAL PROJECTS

These projects will proceed only if funding is secured, or if a Management Committee member chooses to lead, fundraise for and/or administer the project.

NAME	CONCEPT	OBJECTIVES	ESTIMATED COST
Argentina	Supporting Marco Favero in Argentina in the establishment of a multi-stakeholder group to	Maintain contact with Argentinian contacts Document the process we used to establish the Trust	20 TC hours to be included in core budget (\$1,800)

	address seabird injury and death through fishing	Attendance at inaugural workshop if/when it happens Engaging with Sealord to display mitigation implementation leadership	Trust History due for completion Feb 2011. On-going assessment of situation 10 x TC hours to be included in core budget (\$900) 10 x Daryl Smith/Sealord hours in kind (\$1000)
Namibia	Reports from WWF indicate very little, if any mitigation is used in Namibia	Utilise Seabird Smart Forum (see below) to engage Namibian industry Given workload and status of developments, this is viewed as a lower priority for core funding expenditure	Seabird Smart Forum could cover this
Taiwan	Forge beginning of relationship between Trust and Taiwanese fishing industry.	Use existing networks to begin relationship with Taiwanese fishing industry to encourage industry to industry focussed discussions around the issue. Bill Mansfield to encourage Taiwanese industry participation in Mitigation Mentor Programme.	10 x TC hours to be included in core budget (\$900) plus return airfare to Nelson (\$200) 10 x TC hours to support Bill's proposals (\$900) to come from core budget
Iwi project	Forge closer connections with Maori regarding	Pull together a group of Maori from a variety of Iwi (especially those with particular connections	20 x TM hours to put together proposals for this

	seabird conservation.	to seabirds) to discuss the threats facing populations, the value of the species within a Maori or Iwi specific context and form the basis of a marketing and communications plan to highlight key messages for Maori around seabirds and Maori responsibilities for custodianship of these species.	project from core budget (\$1240) 20 x Alan Riwaka hours to make funding approaches for this project from in-kind TOKM support. (\$2,000)
Seabird Smart Forum	Create an international forum for mainly industry to industry discussion on seabird mitigation and other developments.	This project proposes the creation of a forum, using information technology, where fishing industry leader/management staff, skippers and scientists can communicate both domestically and internationally to share information, ideas and practices as well as strengthen networks and resolve within industry to find solutions to further reduce incidental seabird injury and death through commercial fishing.	Project has been fully planned but would need a willing backer to be considered a priority by the Trust. Management Committee time: Richard Wells– 12 hrs plus costs Peter Bodeker – 12 hrs Daryl Smith – 12hrs plus costs Dave Kellian – 12hrs plus costs Dave Kreutz – 12 hours plus costs Janice - 5 hours Amie – 50 hours

4. PERSONNEL

The below outlines key personnel for the Trust's activities.

BOARD OF TRUSTEES

The Board of Trustees for 2011 is as detailed below:

Bill Mansfield, Chair	International Legal Consultant
Eric Barrett	CEO, Sanford Ltd
Peter Douglas	CEO, Te Ohu Kaimoana
Chris Howe	Executive Director, WWF NZ
Gavin Lockwood	DCE Fisheries Management, Ministry of Fisheries
Kevin O'Connor	Deputy Director General, Department of Conservation
Graeme Sinclair	Recreational Fishing advocate

The Board of Trustees meets twice a year.

MANAGEMENT COMMITTEE

The Management Committee for 2011 is as detailed below:

Rebecca Bird	WWF
Anna Smith	Ministry of Fisheries
Sid Pickering	NZ Seafood Industry Council
Russell Harding	Department of Conservation
Jim Fitzgerald	Sanford Ltd
David Kellian	Tuna Fisherman
David Kreutz	Ocean Watch
Janice Molloy	Convenor
Alan Riwaka	Te Ohu Kaimoana
Doug Saunders-Loder	Federation of Commercial Fishermen
Daryl Smith	Sealord
Richard Wells	Deepwater Group Ltd

Honorary member:

Chris Carey	Independent Fisheries Ltd
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The Management Committee meets three times a year.

TRUST CONVENOR, TRUST MANAGER AND COMMUNICATIONS MANAGER

Amie Sinden will continue to serve as Trust Manager (14 hours per week) and Janice Molloy as Trust Convenor (6 hours per week). A Communications Manager will be contracted to work approximately 3 hours per week on Core Communications in addition to project work as required until the end of 2011

OTHER SUPPORT

Sid Pickering (SEAFIC), Paul Stigley (DOC), Jen Riches (WWF) and Tim Ingleton (MFISH) provide communications advice and support as the Trust's Communications sub-committee as part of their work for their respective employers.

5. FUNDING AND RESOURCING

CORE FUNDERS

It is estimated the Trust requires approximately \$70,000 to fund its core work in 2011.

The Trust's confirmed core funding in place for 2011 is:

- \$15,000 currently set aside in Trust reserves, from a 2009 grant received from DOC.
- \$30,000 from NZ Seafood Industry Council, secured on a per annum basis until October 2013.

Transferred 2010 project administration fees total \$2183 and Supporter level funding is projected at \$8000. This leaves a projected shortfall of around \$15,000 in core funding which will need to be either raised by other mechanisms or taken from Trust Reserves.

PROJECT SPONSORSHIP

As noted in project outlines above

KEY PARTNERS

The Trust acknowledges the time and expertise of its Management Committee and Communications Sub-Committee. The below is an estimate of the time required for participation in the Trust and as such can be understood as sponsorship in kind.

The organisations represented by Trustees and Management Committee members (i.e. key partners) provide the backbone of funding that enables the Trust's work. These funds are either from the key partner organisations themselves, or members use their networks to secure funds from others. The key partners in conjunction with the Trust Manager and Convenor aim to have secured project funding by 31 March 2011.

Key Partner	MC member	Projects of interest/on steering group	Estimated hours	Funding commitment
MFISH	Anna Smith	Seabird Smart Training Programme, Core	12+20 = 32	Likely to be SSTP Amount TBC
MFISH	Tim Ingleton	Strengthen Trust, Recreational Fishing Project, Core	8+8+20 = 32	As above
Sanford	Jim Fitzgerald	Seabird Smart Training Programme, Mitigation Mentor, Core	15+9+20 = 44	\$5000 Mitigation Mentor in 2010 (remainder carried forward) 2011 TBC
Sealord	Daryl Smith	Mitigation Mentor, Core (+potential Argentina)	15+20=35	\$5000 Mitigation Mentor in 2010 carried forward 2011 TBC

Te Ohu Kaimoana	Alan Riwaka	Strengthen Trust, Core	8+20=28	TBC
WWF	Rebecca Bird	Mitigation Mentor, South Africa, Core	9+2+20 =31	\$8,000 core funding \$10,000 Mitigation Mentor in 2010 (remainder carried forward) Remaining funds to be re-allocated 2011 TBC
WWF	Jen Riches	Strengthen Trust, Core	8+20 = 28	As above
NZ Fed	Doug Saunders-Loder	Seabird Smart Training Programme, Core	15+20 =35	TBC
DWG	Richard Wells	Strengthen Trust, South Africa, Seabird Smart Training Programme, Core	8+2+15+20 = 45	TBC
LCFA?	Dave Kellian	Mitigation Mentor, Core	12+20 = 32	TBC
SeaFIC	Sid Pickering	Strengthen Trust, Seabird Smart Training Programme, Core (MC and Comms group)	8+9+30 = 47	\$30,000 core in 2011
DOC	Russell	Seabird Smart Training Programme,	12+8+9+20=49	\$11,500 Seabird Smart Training '

	Harding	Recreational Fishing Project, Mitigation Mentor, Core		in 2010 and \$20,000 Recreational Fishing in 2010 (remainder carried forward) \$15,000 reserves carried forward for core in 2011
DOC	Paul Stigley	Strengthen Trust, Core	8+20 = 28	As above
OceanWatch	Dave Kreutz	Mitigation Mentor, Core	5+10=15	N/a