

# INTER-AMERICAN TROPICAL TUNA COMMISSION

## 87<sup>TH</sup> MEETING (RESUMED)

La Jolla, California (USA)  
27 October-1 November 2014

### RESOLUTION C-14-09

#### TERMS OF REFERENCE FOR THE REVIEW OF THE IATTC AND AIDCP

##### 1. General objectives

In response to growing concerns within the international community over the status of fish stocks under the purview of Regional Fisheries Management Organizations (RFMOs), the regional tuna bodies have agreed to undertake periodic reviews of their performance against their objectives. These reviews were initially proposed at the Food and Agriculture Organisation of the United Nations (FAO) and at the FAO Committee on Fisheries (COFI) in 2005. They were further developed at the Kobe Meeting of tuna RFMOs in 2007.

In this regard, the objective of this review, which should cover the period since the entry into force of the Agreement on the International Dolphin Conservation Program (AIDCP) to present, shall be to produce a report presenting:

- a. An assessment of the achievements of IATTC and AIDCP in relation to the specific areas referred to in part 2 (Scope) and ways to achieve their goals.
- b. Recommendations on how to improve the performance of the IATTC and AIDCP.

The result of the assessment, if satisfactorily concluded, will be presented at the 2015 Annual Meeting of the Commission, but no later than the Annual Meeting in 2016.

##### 2. Scope

The assessment should contemplate the following specific areas:

###### A. Assessment of the achievement of the Commission's objectives regarding fish stocks.

1. Actions taken by the Commission to manage fishing effort and capacity.
2. Extent to which the IATTC receives and/or produces the best scientific advice regarding the tunas and tuna-like species, and other species associated with tuna fishing, under the mandate of the Antigua Convention.
3. Extent to which the Members and Cooperating non-Members of the IATTC collaborate so that the best management measures and decisions are taken regarding the substantive aspects of the operation of the Commission, notably, the capacities of the Members and Cooperating Non-Members in the collection and timely provision of complete and accurate data on the fisheries for tunas and tuna-like species and other species associated with tuna fishing.
4. Scope and goals of the research work.
5. Efficiency in the conservation and management of species associated with tuna fishing.
6. Assessment of the relationship between the tasks assigned to the Commission and the financial, human and material resources allocated.

###### B. Human resources planning, managing and development, including:

1. Human resources strategy, policies, and procedures;
2. Relationship amongst tasks, objectives, and human resources planning;
3. Identification of personnel policy, guidelines, ability to forecast and identify needs in terms of human resources;
4. Relationship between requests for new tasks and approval of new resources, including hiring new human resources.

**C. Operating structure, decision making, planning and communication, including:**

1. Organizational chart and functions within the Commission;
2. Procedures concerning annual management planning;
3. Secretariat's goals and tasks, efficiency of the structure, coordination between departments, organizational sense of the structure, centralization and decentralization, procedures, roles and responsibilities, problem solving, subcontracting of activities, use of new technologies;
4. Decision-making processes;
5. Internal and external communication flows;
6. External relations (web content, interaction with other RFMOs, interaction with academic institutions, etc.);
7. Extent to which the IATTC is operating in a transparent manner, including the participation of NGOs with experience in the conservation and management of fisheries resources;
8. Extent to which the IATTC's decisions, the reports of its meetings, the scientific advice, and other relevant materials are made available to the public in a timely fashion;
9. Efficiency and effectiveness in responding to enquiries, requests for information and procedures requested by Members.

**D. Financial planning, accountability and monitoring, including:**

1. Adequate and regular budgetary planning, timely budget plans, adequate forecasts;
2. Adequate financial and procurement procedures, audit control on revenues and expenditures, overseeing of financial matters;
3. Adequate bookkeeping, reports on control of revenues and outgoings.
4. Assessment of the approval of budget increases in the last five years considering the rate of inflation in the host country.

**E. Effectiveness and efficiency, including:**

1. Extent to which the objectives are achieved as established in the Antigua Convention and Resolutions and other Commission decisions, and possible reasons in cases of non-compliance;
2. Efficiency of consensus in decision-taking within the Commission.
3. Relationship between the available human, financial and technical resources and the objectives of Secretariat as established in the Antigua Convention, Resolutions and other Commission decisions;
4. Cost efficiency.

**3. Methodology**

The goal of the assessment is to provide, for each of the areas referred to in Part 2, a diagnosis of the current situation of the organization, background, past evolution and possible developments, and will, to the extent possible, evaluate against the criteria of relevance, efficiency and effectiveness.

The assessment shall be carried out by an independent contractor, to be selected through a competitive process under the criteria of economy, efficiency, effectiveness, impartiality, honesty, and transparency.

The assessment may be carried out by an individual, business, or institution of proven knowledge and experience.

The successful consultant will be selected by a virtual Working Group (e-WG) especially set up for this assessment. Participation in the e-WG will be open to all IATTC Members and AIDCP Parties that so request, notified to the Secretariat.

Selection of the contractor will be based upon the following criteria:

- a. Comprehensive and clearly articulated methodology.
- b. Experience in working with program evaluations, financial performance, institutional organization, management reviews and/or evaluating fisheries management organizations.
- c. Demonstrated resources and commitment to meet the key milestone dates.
- d. Budget – value for money.

The e-WG shall review the bids received as part of the competitive process and select the contractor to be awarded the contract.

In order to carry out the assessment, the contractor shall consult with at least one representative of each IATTC Member and AIDCP Party. He/she will also contact the IATTC staff. To facilitate this, meetings for the assessment process will occur in person and through other means (*e.g.* email/telephone, setting up a forum on the IATTC website) as necessary. Cost efficiency shall govern the timing and location of such meetings and consultations.

The IATTC Secretariat, and through it, the Members of the IATTC and Parties to the AIDCP, shall supply the contractor with information as requested to assist in the conduct of the assessment.

The Secretariat will provide administrative support to the assessment process including issuance of the contract to the contractor.

The cost of the assessment contract, including travel costs of the contractor, is not to exceed 200,000 US dollars. Members will seek to identify voluntary contributions to cover part of the cost.

#### **4. Deliverables and Timing**

Within 3 months of signature of the contract, the contractor will submit a draft report to the e-WG, which will provide comments to the contractor within 20 working days for consideration before the final report is submitted to the Commission.

The contractor will submit the final report on a date agreed by the e-WG, which should be well in advance of the IATTC annual meeting at which the report will be presented.

The contractor will present his/her findings and recommendations at the 2015 or 2016 Annual Meeting.