



IPNLF

Strategic Plan

2020 - 2025

International Pole & Line Foundation

1 London Street www.ipnlf.org
Reading, RG1 4QW info@ipnlf.org
United Kingdom

A world with thriving fisheries that work in balance with
nature by catching one fish at a time.

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Introduction & Context

With approximately 800 million people dependent upon fisheries and aquaculture for their livelihoods around the world, the global seafood industry has a clear responsibility to deliver upon the 2030 Agenda for Sustainable Development. The United Nations Sustainable Development Goals (SDGs) – through their holistic approach to eradicate poverty, grow economies, protect the environment, advance peace and promote good governance – provide the ideal framework to support responsible fisheries.

In the world of tuna, one-by-one fisheries have already been shown to align with a number of the SDGs, providing an opportunity for responsible seafood businesses to demonstrate their commitment to environmentally sustainable and socially responsible procurement from these fisheries. This championing of a more equitable supply chain not only supports the livelihoods of coastal communities but also minimises environmental impacts. Small-scale, one-by-one tuna fisheries are also recognised for the important contribution they make through the application of the FAOs Voluntary Guidelines for Sustainable Small-Scale Fisheries (VGSSF).

IPNLF has been officially registered in the United Kingdom as a charity (charitable organisation) since 2012. Its charitable objectives are focused on promoting sustainable development through the conservation of the marine environment and to strengthen the ability of local coastal communities and small-scale fishers to conserve biodiversity, safeguard food security, build climate resilience and eradicate poverty. We do this by promoting for the public benefit the effective management of global tuna stocks, taking into consideration the impacts these fisheries have on the health of marine ecosystems. IPNLF further promotes the sustainable means of achieving economic growth and regeneration and advances the education of the public in the sustainable development of ocean resources.



More specifically we support and promote environmentally sustainable and socially responsible one-by-one tuna fisheries. Although a key focus area of the organisation is to work with our members and their supply chains, experience has taught us that a hands-on approach is required at every level to achieve our aims. It is for this reason that we also work with governments and with regional management organisations to have both the greatest impact and value. Crucially though, it is our action on the ground, at the grassroots fisher and local fishing community level, where we can continue to create the biggest impact. Particularly when repercussions of the global pandemic of 2020 unfold, highlighting the vulnerability of local fishing communities.

Our growing membership is testament to the interest from the marketplace in supporting our cause. Access to markets in developed countries, where the demand for responsibly sourced seafood is at its highest, can however be challenging for many small-scale fisheries. These fisheries are often faced with a variety of trade policy tools, including tariffs and subsidies, and non-tariff measures, such as food safety, technical and sustainability standards. While many of these measures are in place due to legitimate objectives, in practice their implementation can lead to technical or financial obstacles, as well as restrictions on market access. These challenges are especially true when considering capacity and knowledge constraints of small and artisanal fishers in developing countries.



Emerging technologies and big data

Emerging technologies do however have the capacity to completely transform the way small-scale fisheries operate and are perceived in the marketplace. At IPNLF we are planning to position ourselves at the forefront of finding solutions based on these technologies. Analysts are finding ways to turn big data — the immense stocks of information collected in computers worldwide — into an invaluable resource for planning and decision-making. It is helping accelerate the development of robust responses to some of the most pressing challenges of our time: climate change, food insecurity, malnutrition and environmental degradation. It is also transforming the way in which small-scale agriculturists are operating in many parts of the world, empowering them to improve their lives.

New initiatives, such as Global Fishing Watch, where ocean sustainability is driven by greater transparency, are expanding using cutting-edge technology to visualise, track and share data about global fishing activity. Although transparency initiatives have been around longer in other commodities such as soya, palm oil and beef, their application in seafood supply chains is constantly expanding.


Reaching the right audience

To address the issue of lack, or in some cases, the perceived lack of data in small-scale fisheries, and to emphasise the positive aspects inherent in most one-by-one supply chains, IPNLF will launch our own transparency initiative; the **Sourcing Transparency Platform (STP)**. It will provide our members with an opportunity to showcase the environmental, sustainability, and social responsibility in their own supply chains, while safeguarding data and privacy requirements.

We will also be strengthening our value offering to our members under IPNLF's **2025 Commitment** which will demonstrate the commitment from our members by providing them with the ability to implement time-bound improvements in their supply chains in a structured way. IPNLF's **Fisheries Improvement Toolbox (FIT)** will have the ability to drive increased investments from the private sector to address traceability, seafood quality assurance, social-responsibility improvements, ecosystem and management improvements, and the attainment of plastic neutrality in their own supply chains. The safeguarding of the health, well-being, and fundamental human rights of all workers in one-by-one supply chains, in line with international standards and recommendations, will be a key priority.



IPNLF's core activities are well aligned with the UN's Sustainable Development Goals (SDGs), helping the sustainable management of the world's tuna fisheries while safeguarding the livelihoods they support



Our new strategy offers an opportunity to realise our mission of empowering responsible fisheries to give back to the seas and people that depend on them, so that we can see a world with thriving fisheries that work in balance with nature by catching one fish at a time!

Another important aspect of our 2020 – 2025 Strategic Plan is to expand our audience and influence through our enhanced marketing and communication channels and strategies. At a time when consumers – in particular the Millennials and Generation Z – are increasingly using their purchasing power as a channel for change and being a force for good, one-by-one tuna fisheries are ideally positioned to demonstrate both the environmental and social benefits that they bring. Consumer education is aligned with one of our charitable objectives which is aimed at educating the public on issues related to sustainable development, with a particular focus on the protection, enhancement and rehabilitation of coastal and marine environments.



Strategic Plan Development

IPNLF has consciously adopted an inclusive process in the development of this strategic plan. Through extensive consultation and collaboration with staff members, trustees, members of our Scientific and Technical Advisory Committee (STAC) and input from our Markets Advisory Group (MAG) and diverse other stakeholder groupings, such as NGO partners and government representatives, a wide range of separate and important perspectives helped to inform the development of the Strategic Plan.

The process was initiated towards the end of 2018 when scenario planning was used to envision what the future might look like and how a particular business environment might change over time when considering that future. This structured way for organisations to think about future impacts was used to evaluate some of the issues, facts, trends and projections associated with a number of key dimensions such as the ecosphere, climate, technology, political and legal frameworks, fishers and their communities, processors, traders, distributors, retailers, consumers, NGOs and civil society, and how this might impact on IPNLF's day-to-day operations.



Strategy formulation often also involves identifying an organisation's strengths and weaknesses, as well as opportunities and threats (SWOT Analysis) which was another tool that was used in developing IPNLF's strategy. An examination of our competitive advantage - our unique selling point - provided a better understanding of the characteristics that puts us at the front of the field in our particular area of expertise. IPNLF's strategic planning culminated in the development of the 5-Year Strategic Plan through a series of in-person and virtual meetings, involving senior staff members and trustees. Five focus areas or 'strategic pillars' were chosen as areas where the organisation could act in order to affect its stated goals. These five strategic pillars and the high-level goals, objectives and strategies associated with them, offered a relatively simple way to focus and align our team on the key activities that are required to achieve our vision.

While the global impacts of COVID-19 are still unfolding it is difficult to fully comprehend how the pandemic might impact on IPNLF's work. In this uncharted territory, small-scale fisheries are particularly vulnerable with livelihoods at risk, and with impacts felt throughout entire seafood supply chains, from harvesting to processing and marketing. The pandemic has created an unprecedented economic, social and health crisis with impacts on the most vulnerable groups, which includes small-scale fishers and the communities connected to them. Some one-by-one tuna fisheries have been particularly hard hit by market closures, fishing restrictions, disruptions in transport options and limited storage capacity. On the other hand, many consumers shifted their purchasing to shelf-stable products amidst COVID-19 lockdowns, thereby boosting demand for canned tuna products. The negative effects that the global economic downturn will have on the one-by-one tuna sector, and the communities and markets connected to these fisheries, does however bring a lot of uncertainty.

Our five strategic pillars and our stated goals had been finalized prior to the global pandemic. Therefore, we recognize some of the preset goals will be prone to adjustments tailored to new situations. We now watch closely how the world evolves as we cannot fully understand nor foresee all the impacts COVID-19 will have on the small-scale fisheries we work with. What we had envisioned as our future, has now evolved due to the current state of the world and led us to believe that our charitable vision of creating a world with thriving fisheries that work in balance with nature by catching one fish at a time is more desired than ever.





The core components

of our Strategic Plan:

1

Our charitable vision, mission and values, which includes the need to communicate our 'charitable' goals

2

Key charitable goals, which must be achieved to deliver our mission. Goals are set in association with the five strategic pillars which encapsulate all our major ambitions

3

Strategic actions and targets that are formulated to deliver each of our charitable goals

4

The identification of comprehensive projects, many of a cross-functional nature, that facilitate a system-based approach to executing strategic actions and deliver on our charitable goals

3

Vision, Mission, & Values



Our vision statement describes where we aspire to be upon achieving our mission. Clearly articulating our mission and vision statements not only provides additional inspiration to IPNLF's team, but is also important in helping to communicate the goals of the Strategic Plan to employees and the wider public.

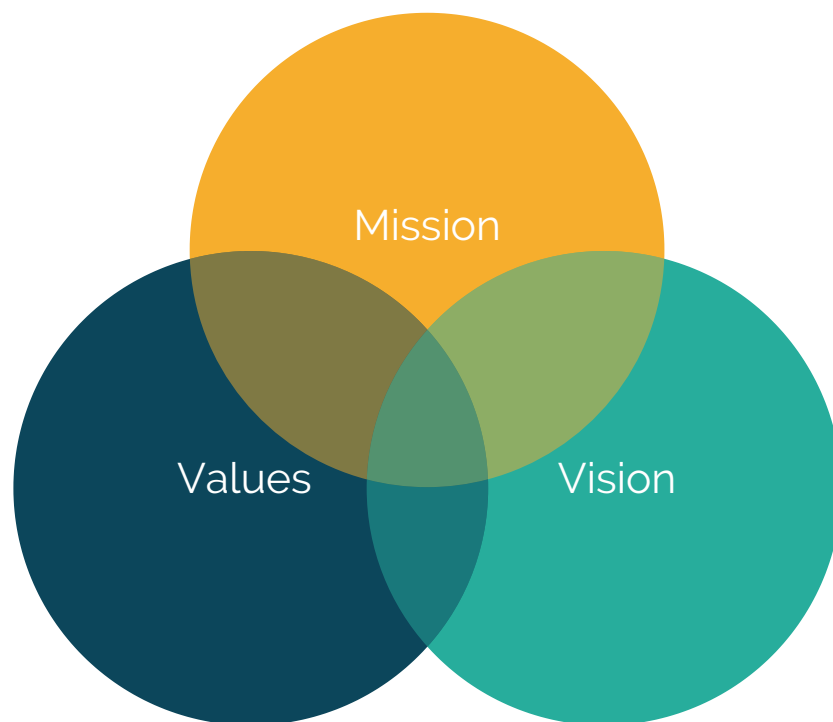
Mission

To empower responsible fisheries, which give back to the seas and the people that depend on them.

Vision

A world with thriving fisheries that work in balance with nature by catching one fish at a time.





Our Values help articulate our organisational culture and identity and create a mechanism for improving future accountability and performance. Our Values also act as guiding principles for how we interact with colleagues internally and externally, and for how we approach our work. These are fundamental practices of our culture that can help us be a thriving IPNLF community – and face inevitable challenges to come.

Purposeful We are united by a common vision, which directs our solutions-focused activities and fuels our collective determination to ensure delivery of our charitable purpose.

Team Spirited We act as equals – peers who see the whole as greater than the sum of its parts - with respect and enthusiasm in our collaborative endeavours.

Constructive We focus on the best in others and seek opportunities for positive resolutions to shared challenges.

Trusted We cultivate integrity by communicating transparently and acting with honesty, openness, and accountability.

Receptive We embrace the combined strength that comes from varied perspectives and believe in the value of difference and diversity.

innovative We venture beyond existing boundaries and have a shared ambition to be bold in making an impact together.

Resilient We are a nimble organisation, seeking to thrive in a changing world by learning and responding with a balance of adaptability and robustness.

4

Strategic Pillars & Priorities

Five key Strategic Focus Areas were identified that broadly cover the work that IPNLF does. These Focus Areas are:

Goals:

FISHERIES SUPPORT

By 2025 have 75% of IPNLF member supply fisheries directly engaged in responsible supply chain improvements, thereby driving greater transparency in one-by-one tuna supply chains.

BUSINESS DEVELOPMENT

By 2025 increase our revenue by 30% to grow our influence through solution-based partnerships with members and by diversifying our network of donors.

MARKETING & COMMUNICATION

By 2025 ensure that we have broadened the reach of IPNLF's audience and community to expand our influence in support of our mission.

FINANCIAL MANAGEMENT

By 2025 have a financially sustainable operating model in place, coupled with strong internal controls and financial oversight.

GOOD GOVERNANCE

By 2025 ensure that we have strengthened capacities to lead, innovate, collaborate and grow professionally.

Objectives:

FISHERIES SUPPORT	BUSINESS DEVELOPMENT	MARKETING & COMMUNICATION	FINANCIAL MANAGEMENT	GOOD GOVERNANCE
Align responsible sourcing by members with IPNLF's 2025 Commitment to drive improvements in one-by-one fisheries.	Enhance IPNLF's value offering to ensure membership retention and growth.	Strengthen IPNLF's brand image to expand our audience and reach.	Ensure strong financial performance through effective funding strategies that allocate resources efficiently.	Drive HR excellence and innovation that enhances the employee experience.
Create enabling policy environments, at national and international level, that will allow one-by-one fisheries to thrive.	Build long-term relationships with IPNLF members and donors in order to grow and diversify revenue streams.	Position IPNLF's brand so that our one-by-one community can grow significantly.	Strengthen budgeting, planning and forecasting to align IPNLF's short- and long-term financial goals.	Invest in our employees' development.
Raise IPNLF's global profile and expand its influence through tangible fisheries development projects and aligned advocacy.	Build an infrastructure that supports great customer service.	Produce consistent messaging which is results-driven and strategically focused.	Establish internal protocols and processes to effectively manage revenue streams.	Reinforce IPNLF's governance structures and establish a M&E framework to better understand our impacts.

Fisheries Support



Fisheries Support is the largest and most public-facing of the strategic pillars. IPNLF employs a multi-pronged approach in its support of one-by-one fisheries, as is required to meet the diverse needs of its members operating throughout complex seafood value chains. Support actions vary from practical projects enabling small-scale fishers to implement best practices at sea and penetrate premium markets, to ensuring due consideration of one-by-one fishers' rights and needs in international fisheries management decisions. The Fisheries Support work stream emphasises the application of modern innovations to promote the social and environmental benefits of one-by-one fisheries - and leverages the results to improve these responsible fisheries' market opportunities



Our Fisheries Support pillar lies at the heart of what IPNLF does.

With the launch of **IPNLF's 2025 Commitment** and our **Sourcing Transparency Platform (STP)**, we want to give greater recognition to our members for the support they are providing to one-by-one tuna fisheries worldwide. These initiatives will provide them with an opportunity to showcase the good work they are doing in driving more responsible practices on the water and in their supply chains, ultimately promoting sustainable development through the effective management of fisheries leading to the sustainability of global tuna stocks and the health of aquatic ecosystems. For the public benefit. Other than creating greater transparency in one-by-one supply chains, the STP will also provide our members with a clear pathway towards implementing improvements under the different 'Tools' in our Fisheries Improvement Toolbox (FIT): (i) Social Responsibility, (ii) Ecosystem & Management, (iii) Traceability, (iv) Plastic Neutrality and (v) Seafood Quality Assurance - in our Fisheries Improvement Toolbox (FIT). Ensuring that our work is aligned with IPNLF's charitable objectives and linking initiatives of our members to markets through credible improvement pathways, should drive more responsible procurement of one-by-one tuna.

2025 Commitment

All IPNLF Members commit to drive transparency, social responsibility, and environmental sustainability in their one-by-one tuna supply chains while actively implementing improvements in at least 75% of their one-by-one tuna supply chains by 2025.

1 Commitment

Improve transparency by displaying information of Member supply fisheries and connected value chains on IPNLF's Sourcing Transparency Platform (STP)

2 Commitment

Endorse IPNLF's Code of Conduct, thereby driving social responsibility and environmental sustainability in Member supply chains

Engage with IPNLF's Fisheries Improvement Toolbox (FIT), striving to:

3 Action

Apply Environmental Best Practice in supply fisheries by actively supporting precautionary management, based on robust science, protecting endangered, threatened, and protected species, and restoring habitats and ecological functions

4 Action

Safeguard the health, well-being, and fundamental human rights of all workers in Member supply chains in line with international standards and recommendations

5 Action

Ensure verifiable information to evidence the legal origin and responsible sourcing of seafood products, aligned with the GDST 1.0 standards

6 Action

Provide the safest and highest quality product possible by following best handling and processing practices

7 Action

Minimise the plastic footprint of one-by-one tuna fisheries, working towards the goal of 'plastic neutrality' by 2025



GOAL 1 :

By 2025 have 75% of IPNLF member supply fisheries directly engaged in responsible supply chain improvements, driving greater transparency in one-by-one tuna supply chains.

OBJECTIVE 1 :

Align responsible sourcing by members with IPNLF's 2025 Commitment to drive improvements in one-by-one fisheries.

OBJECTIVE 2 :

Create enabling policy environments, at national and international level, that will allow one-by-one fisheries to thrive.

OBJECTIVE 3 :

Raise IPNLF's global profile and expand its influence through tangible fisheries development projects and aligned advocacy.

Action Plan:

1 ALIGNS TO OBJECTIVE 1	Align responsible sourcing by members with IPNLF's 2025 Commitment to drive improvements in one-by-one fisheries.	START DATE	DUE DATE
S 1	Leverage the Sourcing Transparency Platform (STP) to improve the biological, social and economic performance of Member supply chains.	01/08/20	31/03/25
S 2	Develop and engage the Fishery Improvement Toolbox (FIT) to strategically address issues in Member supply chains.	01/07/20	31/03/25
S 3	Implement pilot projects to engage with responsible tourism operators in strategic geographies.	01/07/20	31/03/25

2 ALIGNS TO OBJECTIVE 2	Create enabling policy environments, at national and international level, that will allow one-by-one fisheries to thrive.	START DATE	DUE DATE
S 4	Influence policies and RFMO decision-making processes to protect one-by-one fisheries' needs.	01/04/20	31/03/25
S 5	Develop capacity of coastal state delegates participating at RFMO meetings to promote good ocean governance in support of the Sustainable Development Agenda.	01/04/20	31/03/25
S 6	Build capacity of fishery associations and other civil society groups in coastal states to influence decision-making at national and RFMO level.	01/06/20	31/03/25

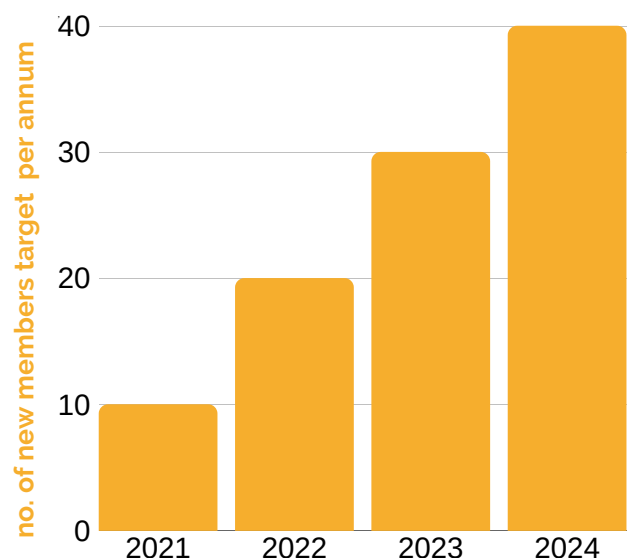
3 ALIGNS TO OBJECTIVE 3	Raise IPNLF's global profile and expand its influence through tangible fisheries development projects and aligned advocacy.	START DATE	DUE DATE
S 7	Initiate externally-funded development projects with one-by-one fisheries in strategic geographies when clearly aligned with IPNLF's regional objectives.	01/04/20	31/03/25
S 8	Strategically engage in efforts to evidence the social benefits of one-by-one fisheries and implement socio-economic improvement projects in key geographies.	01/09/20	31/03/25
S 9	Pilot new technologies which could encourage responsible fisher behaviours, drive greater transparency and have applications in one-by-one fisheries.	01/07/20	31/03/25

Business Development

The Business Development pillar is an essential strategic area that will ensure the ongoing growth and success of the organisation, moving it closer to achieving its mission. IPNLF relies on donor funding, mostly from philanthropic foundations, for 52% of its revenue, while the rest comes from its members, either via direct contributions in the form of membership fees (28%), corporate donations (15%) or member project sponsorships (5%).

When assessing revenue streams it is clear that there are growth opportunities within the next 5 years with both the donor community and with businesses connected to one-by-one tuna supply chains. On the donor side, a key strategy would be to diversify income from donors by expanding our reach within the donor community and adding additional internal capacity to help manage these relationships. The opportunity to align private sector funding, via our members, with government funds under public-private partnerships, has also not yet been fully explored and realised.

Growth opportunities also exist on the membership side where our value offering has been repackaged so that it links more directly to our work under the Fisheries Support pillar. Customer Relationship Management (CRM) will be improved and a greater emphasis will be placed on building a community of members.



GOAL 2 :	By 2025 increase our revenue by 30% to grow our influence through solution-based partnerships with members and by diversifying our network of donors.
OBJECTIVE 4 :	Enhance IPNLF's value offering to ensure membership retention and growth.
OBJECTIVE 5 :	Build long-term relationships with IPNLF members and donors in order to grow and diversify revenue streams.
OBJECTIVE 6 :	Build an infrastructure that supports great customer service.

Action Plan:

4 ALIGNS TO OBJECTIVE 4	Enhance IPNLF's value offering to ensure membership retention and growth.	START DATE	DUE DATE
S 10	Build and launch the framework for IPNLF's Sourcing Transparency Platform (STP).	01/04/20	01/08/20
S 11	Develop and implement Code of Conduct for IPNLF members.	01/04/20	01/07/20
S 12	Ensure integrity of IPNLF logo and operationalise widespread uptake of logo on product by members.	01/08/20	31/03/25

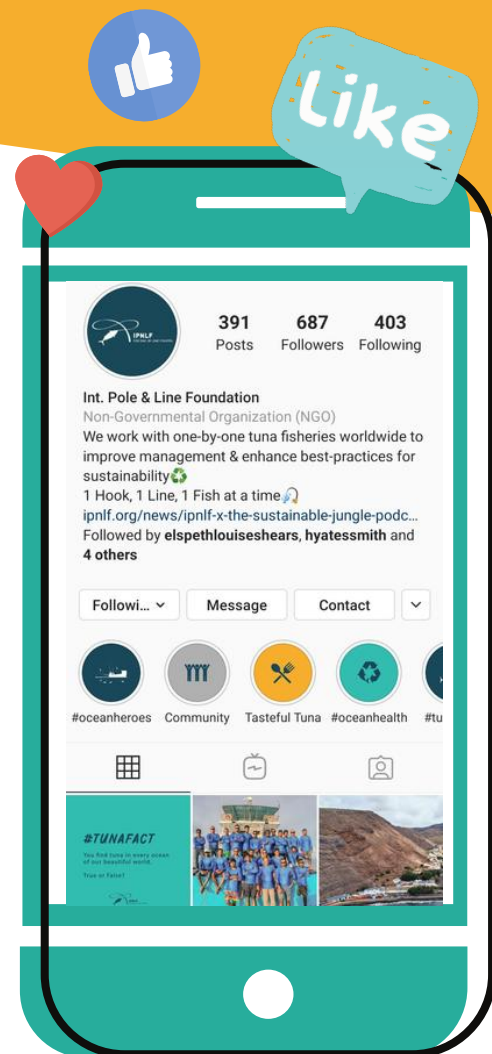
5 ALIGN TO OBJECTIVE 5	Build long-term relationships with IPNLF members and donors in order to grow and diversify revenue streams.	START DATE	DUE DATE
S 13	Build an infrastructure that supports great customer service.	15/04/20	15/07/20
S 14	Strengthen the IPNLF 'Community of Members' through their engagement with the STP, FIT, Code of Conduct, and pursuit of additional CSR projects.	08/01/20	31/03/25
S 15	Improve consistency and effectiveness of communications with members and donors to promote relationship building.	01/04/20	31/03/25

6 ALIGN TO OBJECTIVE 6	Build an infrastructure that supports great customer service.	START DATE	DUE DATE
S 16	Develop and implement a donor strategy based on donor mapping, relationship building, and donor retention strategies.	01/04/20	15/05/20
S 17	Diversify income streams from donor community and assess relevance of donation platforms, PPPs, crowdfunding, and other non-traditional revenue sources.	01/04/20	31/03/25
S 18	Raise IPNLF's profile as a thought leader within the donor community through speaking engagements and opinion pieces.	01/04/20	31/03/25

Marketing & Communication

Our Marketing and Communication strategic pillar will be a key aspect in raising awareness of the holistic sustainability of our one-by-one fisheries, thereby helping our beneficiaries - the small-scale fishers and communities connected to them - to have a voice in decision-making. The connectivity of most of these fisheries to local coastal communities, the employment opportunities they bring both at sea and on land - stimulating local economies, their cultural aspects and the important role they play in livelihoods all lend themselves to visual story-telling; shining a light on the important social contribution these fisheries make. Our storytelling will be connected to the STP and FIT, further strengthening our value offering to our members plus expanding our community and audiences to also reach consumers directly. We plan to expand our reach to the wider public by helping to educate consumers about the protection, enhancement and rehabilitation of coastal and marine environments and how they can contribute to sustainable development by making fully informed and ethical seafood choices.

We will do this by utilising existing platforms of our members and other partners, by targeting popular media channels for story placement, expanding our social media presence, working with



influencers, ambassadors, and other relevant platforms while ensuring that our content remains fresh, relevant and interesting. We will be partnering with Mindfully Wired Communication to strengthen our brand image and to position our brand with the right audiences, ensuring that we continue to give a voice to the one-by-one tuna sector and help them tell the story of the people.

GOAL 3 :

By 2025 ensure that we have broadened the reach of IPNLF's audience and community to expand our influence in support of our mission.

OBJECTIVE 7 :

Strengthen IPNLF's brand image to expand our audience and reach.


OBJECTIVE 8 :

Position IPNLF's brand so that our one-by-one community can grow exponentially.

OBJECTIVE 9 :

Produce consistent messaging which is results-driven and strategically focused.

Action Plan:

 ALIGNS TO OBJECTIVE 7	Strengthen IPNLF's brand image to expand our audience and reach.	START DATE	DUE DATE
S 19	Review IPNLF brand image and relaunch updated brand.	15/05/20	01/08/20
S 20	Establish brand personality.	15/05/20	01/07/20
S 21	Ensure consistent brand voice in all communication.	01/04/20	31/03/25

8 ALIGNS TO OBJECTIVE 8	Position IPNLF's brand so that our one-by-one community can grow exponentially.	START DATE	DUE DATE
S 22	Develop Member Dashboard, Social Media, & PR Strategy, Thought Leader Association and Partnerships and Ambassadors.	01/06/20	15/07/20
S 23	Implement awareness and loyalty campaigns to grow the partner and audience base, raising consumer awareness.	01/09/20	31/03/25
S 24	Improve Social Media presence, making use of partnerships through consistent messaging.	01/04/20	31/03/25

9 ALIGNS TO OBJECTIVE 9	Produce consistent messaging which is results-driven and strategically focused.	START DATE	DUE DATE
S 25	Implement team training on brand voice and communications and develop templates for support staff and departments.	01/04/20	31/03/25
S 26	Develop templates for donor briefings, grant updates, internal and external reports, regular updates and bulletins.	01/04/20	15/05/20
S 27	Incorporate core values in all communication.	01/04/20	31/03/25

Financial Management

A charity like IPNLF can only strive to meet its vision if it has proper systems and protocols in place to manage its funds and monitor its income and expenses so that it can meet its short, medium- and long- term charitable goals. A fully implemented Strategic Plan will provide a better understanding of the finances needed to meet the charitable aims of the organisation, leading to better long-term planning when trying to secure the required funds. Financial projections that are aligned with the Strategic Plan will help to forecast grant income to be received and funds to be raised via membership subscriptions.

All of these are important considerations when applying sound financial management. Many of the necessary systems and protocols are already in place at IPNLF but the Strategic Plan will help to clarify which policies require further strengthening.



GOAL 4 :

By 2025 have a financially sustainable operating model in place, coupled with strong internal controls and financial oversight.

OBJECTIVE 10 :

Ensure strong financial performance through effective funding strategies that allocate resources efficiently.

OBJECTIVE 11 :

Strengthen budgeting, planning and forecasting to align IPNLF's short- and long- term financial goals.

OBJECTIVE 12 :

Establish internal protocols and processes to effectively manage revenue streams.

Action Plan:

10 ALIGNS TO OBJECTIVE 10	Ensure strong financial performance through effective funding strategies that allocate resources efficiently.	START DATE	DUE DATE
S 28	Implement fundraising strategies that are aligned with financial targets and with annual and 5-year forecasting.	01/04/20	01/07/20
S 29	Develop and adjust annual and 5-year forecasting of unrestricted and restricted project funds.	01/04/20	31/07/20

11 ALIGNS TO OBJECTIVE 11	Strengthen budgeting, planning and forecasting to align IPNLF's short- and long- term financial goals	START DATE	DUE DATE
S 30	Review internal budgeting processes.	01/04/20	01/08/20
S 31	Establish protocols and processes for budgeting, scoping budgets for projects, expense claims and internal audits.	01/04/20	01/07/20

12 ALIGNS TO OBJECTIVE 12	Establish internal protocols and processes to effectively manage revenue streams	START DATE	DUE DATE
S 32	Review internal processes for management of revenue streams.	01/04/20	31/03/25
S 33	Establish processes and protocols to effectively manage revenue associated with grants and donations.	01/04/20	31/03/25

Good Governance

Good governance is required in both the internal and external environment of any institution. IPNLF is a mission-based organisation, and as a charity, its key focus is to deliver on its charitable purposes for the public benefit. As such, it is accountable to its community. Charities should promote the highest professional and ethical standards and exercise responsible resource management and mobilisation. In the charity sector good governance refers to both good corporate governance and good charity governance.

The primary characteristics of good governance in the corporate environment include discipline, transparency, independence, accountability, responsibility, fairness and social responsibility. The same principles should be adhered to by the non-profit sector and IPNLF as a registered charity needs to adhere to charity law. The implementation of IPNLF's Strategic Plan will help to reinforce this culture in our organisation. To be an effective organisation employees need to feel valued, and upskilling will form a key component of how IPNLF plans to improve employee retention, work ethic, and ultimately workplace happiness. Our team consists of many talented individuals with a wide range of technical skills and knowledge. Managing and improving their employee experience will be done by setting clear expectations, conducting regular and timely performance appraisals, and empowering them to do their jobs well.

IPNLF's governance structure, the board of trustees, and its advisory structures, the Scientific and Technical Advisory Committee (STAC) and the Market Advisory Group (MAG) will also be strengthened by providing them with the necessary information and support to perform their functions as mandated.



GOAL 5 :

By 2025 ensure that we have strengthened capacities to lead, innovate, collaborate, and grow professionally.

OBJECTIVE 13 :

Drive HR excellence and innovation that enhances the employee experience.

OBJECTIVE 14 :

Invest in our employees' development.

OBJECTIVE 15 :

Reinforce IPNLF's governance structures and establish an M&E framework to better understand our impacts.

Action Plan:

13 ALIGNS TO OBJECTIVE 13	Drive HR excellence and innovation that enhances the employee experience.	START DATE	DUE DATE
S 34	Implement performance management based on goal setting between manager and staff.	01/04/20	31/03/25
S 35	Strengthen contractual processes by ensuring role clarity and clear protocols for contract renewals.	01/04/20	31/03/25
S 36	Implement staff surveys, and feedback on these.	01/04/20	31/03/25

14 ALIGNS TO OBJECTIVE 14	Invest in our employees' development.	START DATE	DUE DATE
S 37	Evaluate training and coaching needs.	01/05/20	15/07/20
S 38	Implement training and coaching based on needs assessment.	01/06/20	31/03/25
S 39	Develop team cohesion by implementing regular team building events.	01/08/20	31/03/25

15 ALIGNS TO OBJECTIVE 15	Reinforce IPNLF's governance structures and establish an M&E framework to better understand our impacts.	START DATE	DUE DATE
S 40	Recruit new trustee(s) and review ToRs of current advisory structures, STAC and MAG, as informed by results of skills audits and current needs.	15/04/20	15/05/20
S 41	Develop and implement an M&E framework to better understand IPNLF's impacts and ensure greater accountability.	01/04/20	31/03/25
S 42	Review the processes, structures, efficiency and fees of legal support and other governance support functions.	15/04/20	15/05/20

Implementation, monitoring & review

Implementation of the strategy

A key component of successful implementation of the Strategic Plan will be to raise its awareness with both internal and external audiences, including the wider public, and to structure the budget around key components of the strategy. Initially, the restructuring of the budget will focus on creating direct linkages between how IPNLF's resources are currently allocated and how those efforts support the new strategy.

Over time, the areas that contribute less directly to IPNLF's strategic goals will become clear, and funding can then be adjusted to align more with the overall strategy. Future projects and funding opportunities will help to link IPNLF's operations to the strategy, thereby ensuring that the charity is able to better serve its charitable objectives of ensuring sustainable development. This would include the contribution that one-by-one tuna fisheries can make to poverty relief, economic growth, environmental conservation and protection, and the promotion of effective management of tuna fisheries. Our aim is to align IPNLF's resources to the strategy within year two of the implementation of the Strategic Plan.



Monitoring & Evaluation of the Strategy

Reporting to the Board of Trustees, the Managing Director will be responsible for the overall implementation of the Strategic Plan and will make decisions in consultation with the Senior Management Team based on the results of regular monitoring and evaluation sessions. A detailed work plan, based on the strategy, will assign responsibilities to different team members for achieving each goal and objective. During the monthly review meetings of the leadership team, the status of achieving the goals and objectives assigned to different team members will be reported on.

The Managing Director will report to the full board on a quarterly basis on the status of implementation of the strategy, including progress toward each of the overall strategic goals. To help facilitate the proper monitoring and evaluation of the implementation of the strategy, Smartsheet will be used as Strategy Reporting Software.

Staff will also be provided with training on evaluation techniques to help them develop baseline data for useful comparison from year to year.

Creating a Balanced Scorecard aligned with the charitable objectives will be a critical step in the strategic process. The scorecard will periodically remind the organisation what the critical strategic issues are, and provide the necessary feedback on progress toward achieving them.



Scorecard measures should include a combination of lag and lead indicators. A lagging measure is based on past or historical results, while a leading measure is a driver and measures the current process. Both types of measures are important to the Balanced Scorecard and accurately measuring performance.

Targets will be developed to define the performance measures success on achieving the desired outcome and will also be aligned with IPNLF's charitable objectives. These targets must be achievable and realistic yet challenging enough to make an impact on overall performance. Baselines will be set to measure the level of achievement.

The Balanced Scorecard will be a living document, allowing for modifications and adjustments to be made as goals and objectives are achieved and as internal and external environmental factors change. It will be essential to use accurate and comprehensive reporting tools to communicate the progress made against the Strategic Plan.



IPNLF
FOR ONE-BY-ONE FISHERS

A world with thriving
fisheries that work in
balance with nature
by catching one
fish at a time.

