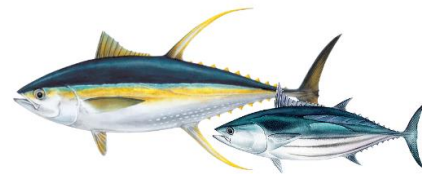


# National Oceanic Resource Management Authority

FSM NATIONAL GOVERNMENT

## Strategic Plan 2024 - 2027

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## Mission Statement

***NORMA's mission is to be effective in:***

- ***Sustainably managing oceanic resources;***
- ***Generating maximum value and return from these resources; and***
- ***Promoting investments to create economic benefits for the people of the FSM.***

## Vision Statement

***NORMA is a professional, well-resourced authority having the full capacity to carry out its mandated duties***

## Strategic Goals

1. ***Strengthen the governance and effectiveness of NORMA***
2. ***Ensure the long-term sustainable management of oceanic resources for the benefit of the FSM.***
3. ***Maximize the value of oceanic resources to the FSM***

## Strategic Goal # 1: Strengthen the governance and effectiveness of NORMA

Strategic Actions	Sub Actions
<b>1. Ensure the Board has the skills, knowledge and relationships to be effective in the decision-making process for NORMA</b>	1.1. Create and implement a Board action plan (with contribution from NORMA Administration) 1.2. Actively work across the Whole of Government (WoG) to support NORMAs strategic goals 1.3. Employ a WoG approach to ensure the best value to the FSM from available fishing opportunities
<b>2. Ensure NORMA staff have the skills and capacity necessary to effectively discharge their responsibilities in support of the NORMA Strategic Plan</b>	2.1. The NORMA Corporate Plan to include a Capacity Development Plan 2.2. Professional development opportunities are given to staff 2.3. There is clarity of roles and responsibilities (E.g., clear Position Descriptions)
<b>3. Improve systems and processes at NORMA so that the highest levels of governance are attained</b>	3.1. Create Standard Operating Procedure's (SOPs) for all important NORMA processes 3.2. Ensure important meetings are scheduled, attended and reported on 3.3. Develop an annual planning calendar for NORMA 3.4. Ensure reporting is done on time and to requirements 3.5. Ensure a Corporate Plan is completed to reflect this Strategic Plan
<b>4. Ensure effective mechanisms and processes are in place to improve recruitment and retention of staff at NORMA</b>	4.1. The recruitment process is improved to recruit the best applicants and to demonstrate NORMA is an equal opportunity employer 4.2. Succession planning is considered and implemented (both Board and Staff) 4.3. Investigate options to help retain excellent staff (E.g., Ensure that management sit down with staff re: contributions/appreciation...at least annually (create an annual review/feedback process for staff and management)
<b>5. Promote the transparency of NORMA through increased awareness of its work and its contributions to the FSM</b>	5.1. Improve the content and reach of the NORMA website 5.2. Utilize Community/ outreach activities (forums) to promote NORMAs work 5.3. Utilize available media opportunities to promote NORMAs work
<b>6. Ensure adequate resources are available for NORMA to perform effectively</b>	6.1. Create and work to an accurate annual budget 6.2. Secure additional (technical and financial) assistance through external partnerships 6.3. Investigate cost recovery opportunities to minimize running costs 6.4. Investigate options for making NORMA more effective and efficient (to maximize value for FSM and minimize risks)

**Strategic Goal # 2: Ensure the long-term sustainable management of oceanic resources for the benefit of the FSM.**

Strategic Actions	Sub Actions
<p><b>7. Implement zone-based management for NORMA managed fisheries</b></p>	<p>7.1. Ensure management measures reflect regional limits and management obligations for MEY in both the purse seine and long line fisheries</p> <p>7.2. Ensure the FSM regulatory framework enables this zone-based management</p>
<p><b>8. Ensure that NORMA meets its regional and international obligations</b></p>	<p>8.1. Develop policies, plans and actions to actively manage NORMAs fisheries in accordance with these obligations (E.g., WCPFC, PNA, FFA, SPC, FAO, national and others)</p>
<p><b>9. Manage external influences on FSMs oceanic resources in the best possible way (e.g., Climate change impacts, environmental influences, geopolitical issues and other unforeseen influences)</b></p>	<p>None</p>
<p><b>10. Implement effective Monitoring, Control, Surveillance &amp; Enforcement (MCS&amp;E) methodology as an integral part of fisheries management</b></p>	<p>10.1. Combat Illegal, Unreported, and Unregulated (IUU) fishing in FSM waters</p> <p>10.2. Ensure NORMAs MCS&amp;E efforts contribute to enforcing fisheries laws and regulations</p> <p>10.3. Support the FSM legal framework to ensure appropriate penalties for offenders</p> <p>10.4. Support other mechanisms for fisheries compliance such as Catch Documentation Schemes (CDS), Port Measures, and strategies</p>
<p><b>11. Use the best available scientific information and the precautionary principle to make fisheries management decisions for the FSM</b></p>	<p>11.1. Contribute needed scientific information and data to regional scientific processes</p> <p>11.2. Implement observer sampling and port monitoring to support fisheries management</p>

### Strategic Goal # 3: Maximize the value of oceanic resources to the FSM

Strategic Actions	Sub Actions
<b>12. Ensure national fisheries revenue is sustainable and secure for the long term</b>	12.1. Work with the FSM states and relevant national agencies to ensure maximum return on fisheries revenue and development opportunities
<b>13. Facilitate and promote opportunities for the people of FSM to invest and participate in the oceanic fisheries industry</b>	13.1. Encourage the states to create a friendly environment for fisheries investment, employment and to support a skilled work force
<b>14. Utilize FSM's bilateral fisheries relations to create the best value for FSM</b>	14.1. Encourage foreign investment in the fisheries industry and other sectors in the states
<b>15. Support policies and actions to increase market access and opportunities for FSM fisheries</b>	15.1. Implement a Competent Authority in FSM to enable EU market access
	15.2. Pursue a Catch Documentation Scheme (CDS) to enable better market access
	15.3. Pursue fisheries accreditations such as Marine Stewardship Council (MSC) to increase access to premium markets
	15.4. Develop domestic market access to address food security and to improve livelihoods of the people of the FSM