



**INTERNATIONAL PACIFIC HALIBUT COMMISSION**  
**STRATEGIC PLAN**  
**(2019-23)**

**INTERNATIONAL PACIFIC**



**HALIBUT COMMISSION**

**Commissioners**

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## DEFINITIONS

A set of working definitions are provided in the IPHC Glossary of Terms and abbreviations: <https://iphc.int/the-commission/glossary-of-terms-and-abbreviations>

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## 1. INTRODUCTION

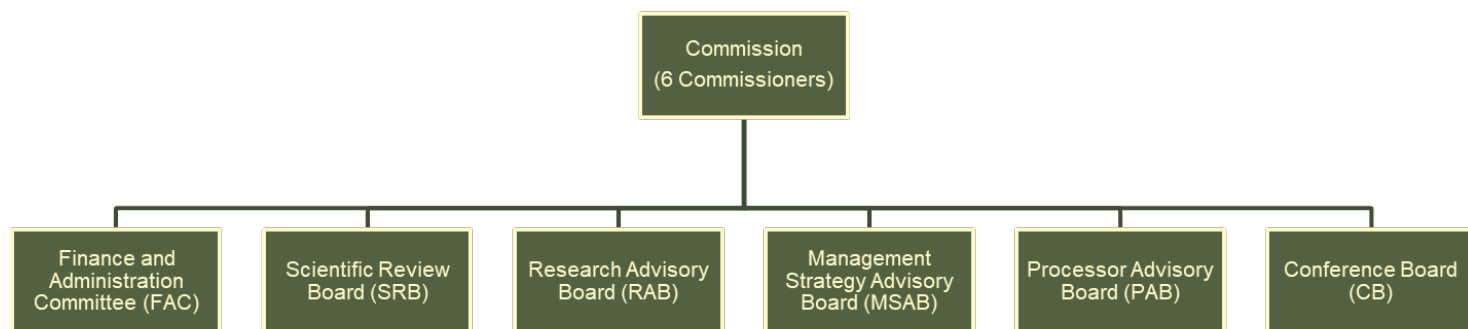
The International Pacific Halibut Commission (IPHC) is an intergovernmental organization established by a Convention between Canada and the United States of America. The IPHC Convention was concluded in 1923 and entered into force that same year. The Convention has been revised several times since, to extend the Commission's authority and meet new conditions in the fishery. The most recent change occurred in 1979 and involved an amendment to the 1953 Halibut Convention. The amendment, termed a "protocol", was precipitated in 1976 by Canada and the United States of America extending their jurisdiction over fisheries resources to 200 miles. The 1979 Protocol along with the U.S. legislation that gave effect to the Protocol (Northern Pacific Halibut Act of 1982) has affected the way the fishery is conducted, and redefined the role of IPHC in the management of the fishery during the 1980s. Canada does not require specific enabling legislation to implement the protocol.

The basic texts of the Commission are as follows (as of August 2018):

- [Convention \(1979\)](#) - The Protocol amending the Convention for the Preservation of the Halibut Fishery of the Northern Pacific Ocean and Bering Sea.
- [Rules of Procedure \(2019\)](#) - The Rules of Procedure consist of rules and regulations adopted by the IPHC pursuant to the Convention between Canada and the United States of America.
- [Financial Regulations \(2019\)](#) - The Financial Regulations govern the financial administration of the IPHC and were established pursuant to the Commission's Rules of Procedure.
- [Pacific Halibut Fishery Regulations \(2019\)](#) - The Pacific halibut fishery Regulations published here are for information purposes only. Official regulations adopted by the Contracting Parties are available at the following web-links:
  - [Canada](#): Canada Gazette and on the 'Condition of License'
  - [United States of America](#): The Federal Register

The IPHC currently consists of six members (Fig. 1), three appointed by each Contracting Party (the Governor General of Canada and the President of the United States of America), who serve their terms at the pleasure of the Contracting Party.

Pursuant to Rule 14.1, of the IPHC Rules of Procedure (2019) the Commission has established six (6) core Committees and Boards (Fig. 1) whose [mandate](#) range from finances to scientific peer review.



**Fig. 1.** Organizational structure of the Commission, which the IPHC Secretariat services.



## 2. VISION

Our shared vision is to deliver positive economic, environmental, and social outcomes for the Pacific halibut resource for Canada and the U.S.A. through the application of rigorous science, innovation, and the implementation of international best practice.

## 3. MISSION

“..... to develop the stocks of [Pacific] halibut in the Convention waters to those levels which will permit the optimum yield from the fishery and to maintain the stocks at those levels. ....” IPHC Convention, Article I, sub-article I, para. 2).

## 4. STRATEGY

The IPHC Secretariat has five (5) enduring strategic goals in executing our mission and vision, and to take us to our 100<sup>th</sup> anniversary in 2023 and beyond:

1. To operate in accordance with international best practice
2. Be a world leader in scientific excellence and science-based decision making
3. To foster collaboration (within Contracting Parties and internationally) to enhance our science and management advice
4. Create a vibrant IPHC culture
5. Set the standard for fisheries commissions globally

Priorities and tasking will change over time in response to events and developments, and this framework will standardize the approach to revising or setting new priorities and tasking. The Strategic goals will be operationalized through a multi-year tactical activity matrix at the organizational and management unit (Branch) level (Fig. 2).

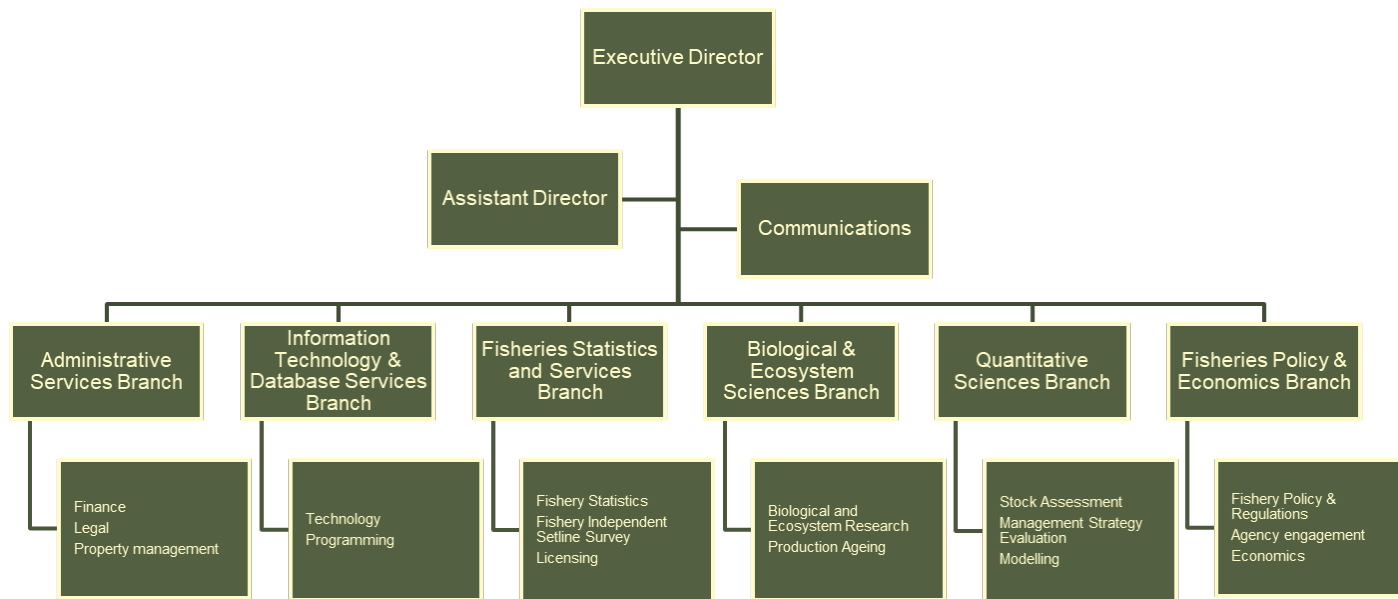


Fig. 2. Organizational structure of the IPHC Secretariat.



#### ***4.1 To operate in accordance with international best practice***

The IPHC will strive to achieve international best practice in all its activities, including but not limited to scientific research, stock assessment methods, management advice development and provision, information sharing, to administrative and financial transparency and accountability.

- a) Provide transparency in decision making
- b) Shift focus of administrative functions away from bureaucracy towards service.
- c) Administrative staff will be under increased pressure to become more efficient and effective and will explore alternative ways of organizing activities, units and work.
- d) Emphasize impact and accountability.
- e) Contracting Parties and stakeholders will expect more value and service for their contributions and will be more likely to value convenience in everything from the licensing application process to fishery data access.
- f) Stakeholders will expect technological infrastructure and related interfaces to provide ubiquitous, fast and fully integrated access 24/7 and on demand to the devices of their choice with convenient, personalized content delivery.

#### ***4.2 Be a world leader in scientific excellence and science-based decision making***

The IPHC will become a world leader in the manner in which we undertake research and analysis, with the aim of providing managers with clear, concise and evidence-based advice. This shall occur through an integrated research program (5-Year Research Plan) that will identify key research areas that follow Commission objectives. An overarching goal of the 5-Year Research Plan will be to promote integration and synergies among the various research activities led by the IPHC in order to improve our knowledge of key biological inputs that feed into the stock assessment and Management Strategy Evaluation processes.

- a) Develop and maintain core scientific programs to fulfill our mandate
  - i. Identify knowledge gaps and priorities for ecologically sustainable management
  - ii. Develop scientific programs to address knowledge gaps
  - iii. Acquire resources necessary for program execution
  - iv. Communicate results in a professional, understandable, and timely manner for both scientific and stakeholder communities
  - v. Ensure ongoing scientific review of programs
- b) Ensure decision makers are provided with rigorous scientific advice, to ensure a science-based decision-making process

#### ***4.3 To foster collaboration (within Contracting Parties and internationally) to enhance our science and management advice***

Collaboration, coordination, and communication are integral to the successful implementation of a world-class scientific program and associated advice developed for managers. The IPHC will actively seek and encourage



strong, positive and productive collaborative efforts in all areas of our scientific activities, including through joint research, advice development based on best-practice science, and by engaging all Pacific halibut stakeholders in our activities.

- a) Maintain and develop interagency cooperation in management programs
- b) Foster interagency cooperative research programs
- c) Maintain and enhance participation of stakeholders (public and private sectors) in the design and execution of Commission programs
- d) Enhance Commission role in public understanding of fishery science and management
- e) Continue promoting interdisciplinary activities and partnership development and engagement
- f) Incorporate talented students and early career researchers in research activities.

#### ***4.4 Create a vibrant IPHC culture***

Foster an open and inclusive working environment, where ideas are shared and discussed, and organizational direction based on merit. The IPHC will become an example for similar bodies, as a work place of excellence, and where employees are offered an environment that maximizes productivity by ensuring a healthy and inclusive working environment. The IPHC will enhance its scientific excellence by continuing to attract and retain world-class staff.

- a) There will be greater collaboration within the IPHC across and within Branches
- b) Physical location and schedules will provide fewer constraints as research and supporting administrative activities can be accessed at all hours from remote locations and will make use of cloud computing, social networking, and emerging technologies.
- c) Enhance the IPHC's attractiveness as a place of employment

#### ***4.5 Set the standard for fisheries commissions globally***

- a) By enacting strategic goals 1 through 4, the IPHC will become a world leader among Regional Fisheries Management Organisations.