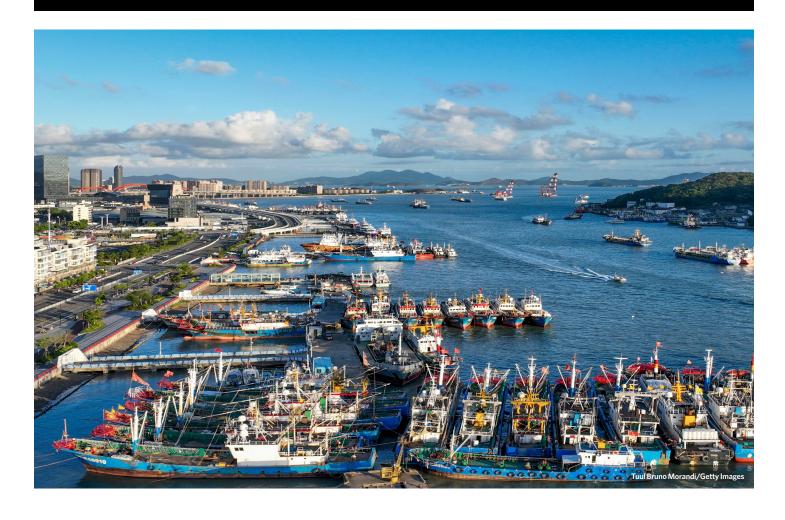
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Evaluate Capacity to Engage in RFMO Compliance Review Processes: Self-Assessment Tool

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Overview

Regional fisheries management organizations (RFMOs) are responsible for the conservation and sustainable use of many of the world's most commercially important high seas fish stocks and for ensuring that Member States comply with the management measures adopted by the RFMO. RFMOs' compliance review processes have been developed to help satisfy this responsibility and are essential not only to ensure good performance, but also to identify gaps in members' capacity to fulfil their obligations.

However, these compliance review processes are typically labour intensive, requiring members to collect, manage and report large amounts of information; prepare for and participate in compliance meetings; and take follow-up actions to improve compliance. Some RFMO members consistently highlight that they lack the capacity to fulfil existing requirements, and experts have identified inadequate capacity-building mechanisms as significant barriers to effective compliance reviews.¹

Many RFMOs have initiatives to support members in addressing compliance review capacity challenges, but no comprehensive tool has been available to help members identify the specific barriers and limitations that prevent them from fully and effectively engaging in compliance reviews.

To address this resource gap, The Pew Charitable Trusts, in consultation with a wide range of experts, has developed this self-assessment tool to enable RFMO members, with large and small government administrations and of all capability levels, to identify their own human, technical and institutional capacity needs.

This tool and its results are designed for the internal use of individual RFMO members. Members may also wish to use the results of this assessment to develop a list of priorities for capacity-building, which may be helpful when seeking external financial and technical resources.

All information collected as part of an RFMO member capacity assessment process, including the results, is intended for the exclusive internal use of that member, unless it chooses to share any of the information with third parties or the public. None of the information entered into the tool is collected or shared with Pew.

For members with limited capacity, the tool can help identify areas for future intervention. For those with higher capacity, it can aid in auditing and enhancing existing systems, tools and processes. And because RFMO compliance assessment processes are constantly evolving, the tool can serve as an ongoing evaluation mechanism, providing up-to-date information on strengths and weaknesses, for all members.

How to use the tool

This tool is structured in seven modules and includes a mix of multiple-choice and open-ended questions. The first module collects basic information on each member's engagement with RFMOs and internal coordination systems. The next five focus on the individual stages of RFMO compliance review processes: data collection, information management, reporting, participation in RFMO Compliance Committee meetings and follow-up actions. (A further description of these five modules is provided in the appendix.) The tool's final section summarizes the outcomes.

In addition, this self-assessment tool is complemented by an individual agency questionnaire, available at pew.org/compliancecapacity, that collects information from agencies or administrative units that are involved in preparing for or participating in the RFMO compliance review process.

Finally, this tool is flexibly designed to meet the needs of all member governments, whether they have several agencies involved in compliance review or very few.

Who can use this tool?

This self-assessment tool can be used by any RFMO member or cooperating non-member that participates in one or more RFMO compliance review processes. Pew recommends that each government designate a **coordinating government agency and point person** within that agency to take responsibility for collecting information from other relevant government agencies using the individual agency questionnaire and completing this tool based on that information.

Who should be consulted?

The coordinating agency should determine which other agencies, including specific administrative units and personnel, should be consulted, taking into account any agency coordination and participation systems for RFMO compliance review processes that may already exist within its government.

Government agencies involved in RFMO compliance review processes frequently include ministries or departments of fisheries; fisheries agencies; fisheries research agencies or institutes; maritime authorities; port authorities; coastguards or navies; police; customs authorities; ministries of foreign affairs, economy or finance, and environment; and federal states in countries with decentralized administrations. Within many of these agencies, specific administrative units such as legal offices, information technology departments or international affairs offices may also play a specific role.

How to coordinate input and enter it into the tool

For members that have only a single agency that participates in RFMO compliance review processes, all information can be directly entered into the modules of this tool.

For members that have multiple agencies involved, the coordinating agency point person should provide each agency with a copy of the individual agency questionnaire, which those agencies should then complete with their specific information and return to the point person. The coordinating agency should determine how best to obtain input from other agencies, such as by email or in bilateral meetings or multi-agency working sessions. Agencies that are involved with more than one RFMO should ideally provide a combined response for all the RFMOs. However, they can complete separate copies of the questionnaire for each RFMO, if necessary.

The coordinating agency should then collate the answers from all consulted agencies and, for each question in the main assessment tool, select an answer that best represents the input from the consulted agencies. When deciding on a representative answer, the coordinating agency should consider averaging the individual agencies' scores, while also weighing those agencies' relative levels of participation in the RFMO compliance review processes. In addition, coordinating agencies should retain the responses contained in the individual agency questionnaires for use when determining follow-up actions to be taken.

Members may also consider engaging an independent facilitator to assist with completing the self-assessment, either with support from an RFMO technical assistance program or funded independently.

How to complete the forms

This tool is provided in PDF format that can be completed on a computer or printed and filled out by hand. Certain sections display average scores that, when the forms are filled out electronically, will automatically calculate as individual scores are entered. For printed, handwritten assessments, scores will need to be entered and averaged manually.

Certain sections also include places to enter additional comments or information. The final section provides a summary of the tool's main results.

Pew designed the tool to be straightforward for those involved in RFMO compliance review processes, but should you have questions or suggestions, contact RFMOCompliance@pewtrusts.org.

Coordinating agency and point person

Which agency and point person is responsible for completing this questionnaire?

Coordinating agency	
Point person's name	
Date of completion Department	
Contact information	
Has this questionnaire been completed in coord government agencies?	lination with other
Yes No	
If yes, which agencies have been involved? Select all that apply.	
Ministry/Department of Fisheries	Customs
Fisheries Agency	Ministry of Foreign Affairs
Fisheries Research Agency/Institute	Ministry of Economy/Finance
Maritime Authority	Ministry of the Environment
Port Authority	Other (please specify):
Coastguard/Military	
Police	

Roughly how many people have been involved in completing the questionnaire?

1 2-5 6-10 More than 10

Module 1

RFMO membership and interagency coordination

1.1 Select each organization of which your country is a member or a cooperating non-member and provide the date when your country joined. (Enter the most recent date if joined more than once.)

RFMO or equivalent organization	Member	Cooperating non-member	Date
Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR)			
Commission for the Conservation of Southern Bluefin Tuna (CCSBT)			
General Fisheries Commission for the Mediterranean (GFCM)			
Inter-American Tropical Tuna Commission (IATTC)			
International Commission for the Conservation of Atlantic Tunas (ICCAT)			
Indian Ocean Tuna Commission (IOTC)			
Northwest Atlantic Fisheries Organization (NAFO)			
North-East Atlantic Fisheries Commission (NEAFC)			
North Pacific Fisheries Commission (NPFC)			
South East Atlantic Fisheries Organization (SEAFO)			
Southern Indian Ocean Fisheries Agreement (SIOFA)			
South Pacific Regional Fisheries Management Organization (SPRFMO)			
Western and Central Pacific Fisheries Commission (WCPFC)			
Other (please specify):			

1.2 Is a single government agency/administrative unit responsible for communicating with all RFMOs on matters related to compliance review processes, including reporting, providing clarifications and supplying information on follow-up actions? Choose one.

Yes, a single government agency/administrative unit is responsible for all communication with all RFMOs

Name of agency/unit:

No, multiple government agencies/administrative units are responsible for communicating with RFMOs

Names of agencies/units and the RFMO(s) they communicate with:

If no, how is the communication organized among the multiple agencies? Choose one.

A single government agency coordinates input from the other government agencies Name of agency/unit:

Several agencies coordinate in a working group/committee focused on a single RFMO

Agencies have well-defined tasks, and they communicate directly with RFMOs individually

Agencies communicate in an ad hoc manner with the RFMOs

Other (please specify):

1.3 Which agencies are involved in data collection, information management and reporting related to the RFMO compliance review processes that your government participates in? Select all that apply.

NOTE: "Data collection" is the systematic process of gathering observations or measurements, which can be used for RFMO compliance review processes. "Information management" is the organizing, processing and analysis of collected data. "Reporting" refers to the submission of required information to the RFMO, including in response to specific requests and calls for comments.

Agency	Data collection	Information management	Reporting
Ministry/Department of Fisheries			
Fisheries Agency			
Fisheries Research Agency/Institute			
Maritime Authority			
Port Authority			
Coastguard/Military			
Police			
Customs			
Ministry of Foreign Affairs			
Ministry of Economy/Finance			
Ministry of the Environment			
Other (please specify):			

Provide any additional comments:

Module 2 Data collection

This module explores the capacity of your country's government agencies to collect the data required for RFMO compliance review processes.

2.1. Government agencies must collect a variety of data for use in RFMO compliance review processes.

For each topic, enter the score that best describes the level of difficulty – whether related to technical, knowledge, coordination, human, temporal or other factors – that your administration has in collecting accurate data. Enter "n/a" if your administration is not required to collect the data type.

0 = Very difficult **1** = Somewhat difficult **2** = Rarely difficult **3** = Not difficult **n/a** = Collection not required

Торіс	Score
Vessels and vessel activity	
Vessel information (e.g., name, flag, vessel numbers, owner)	
Vessel activity (e.g., authorization and licensing, scrapping, decommissioning)	
Vessel and gear markings	
Chartered vessels	
Supply vessels and activities	
Transshipment vessels and events	
Illegal, unreported and unregulated (IUU) fishing and enforcement actions	
IUU fishing activities (domestic vessels and nationals)	
IUU fishing activities (foreign vessels)	
Enforcement actions	
Fisheries management	
Measures for target species (e.g., catch and effort data, retention obligations, follow-up actions in case of overcatch)	
Fish aggregating device (FAD) management	
Measures for non-target and other species (cetaceans, turtles, sea-birds), including no-retention obligations and incidental interaction	
Other gear management/prohibitions (gill nets, large-scale drift-nets, artificial lights, bottom fishing, etc.)	
Protected areas, including vulnerable marine ecosystems (VMEs) (monitoring and reporting on encounters; collection and reporting on catch data)	
Recreational fisheries	

0 = Very difficult **1** = Somewhat difficult **2** = Rarely difficult **3** = Not difficult **n/a** = Collection not required

Topic Score Catch documentation and monitoring, control and surveillance Catch documentation schemes/statistical documents and export/import data Observer schemes and observer activity **Logbooks** (e.g., fishing, transshipment, FADs) **Vessel monitoring systems** (VMSs) High seas boarding and inspection Domestic at-sea inspections Port State measures, including port inspections Scientific Catch and effort data for target species Data on non-target species Data collection and processing systems (e.g., observer data, logbooks, port sampling) Data collection from regional observer programs Research data and programs **Compliance review processes** Potential non-compliance Follow-up on instances of potential non-compliance Corrective actions taken and planned Capacity-building needs

Provide any additional comments, including on topics not mentioned above:

2.2. Considering the capacity of the agencies involved in data collection identified in Section 1.3, enter the most appropriate answers for each indicator in the last column. If you are completing this questionnaire electronically, total and average scores will automatically populate. If you are completing this questionnaire by hand, calculate and record the total and average scores where indicated.

Indicator 2A. Agency capacity	Capacity assessment				Score
	0	1	2	3	
2A.1. Are agencies aware of all the data they need to collect for RFMO compliance review processes?	Most agencies are not aware (0)	Some agencies are aware (1)	Most agencies are aware (2)	All agencies are aware (3)	
2A.2. Are agencies aware of the deadlines to report information for RFMO compliance review processes?	Most agencies are not aware (0)	Some agencies are aware (1)	Most agencies are aware (2)	All agencies are aware (3)	
2A.3. Are agencies aware of where and how to obtain the data for RFMO compliance review processes?	Most agencies are not aware (0)	Some agencies are aware (1)	Most agencies are aware (2)	All agencies are aware (3)	
2A.4. Do agencies have access to all the data necessary to comply with RFMO reporting requirements?	Most agencies have no access (0)	Some agencies have access (1)	Most agencies have access (2)	All agencies have access (3)	
2A.5. Do agencies have access to all the necessary data in time to comply with RFMO reporting requirements?	Most agencies do not have access in time (0)	Some agencies have access in time (1)	Most agencies have access in time (2)	All agencies have access in time (3)	
2A total score		If completing manually, add all scores for this indicator			
2A average score	If compl	eting manually, divid	de the total score for	this indicator by 5	

Personnel & knowledge base	Capacity assessment				
	0	1	2	3	
2B.1. Do agencies have sufficient personnel to collect the data required for RFMO compliance review processes?	Agencies do not have sufficient personnel (0)	Agencies have sufficient personnel to collect some data (1)	Agencies have sufficient personnel to collect most data (2)	Agencies have sufficient personnel to collect all data (3)	
2B.2. Are personnel, including new personnel, adequately trained to collect the data required for RFMO compliance review processes?	Personnel are not adequately trained (0)	Some personnel are adequately trained (1)	Most personnel are adequately trained (2)	All personnel are adequately trained (3)	
2B.3. Is a policy in place to ensure sufficient continuity in personnel for effective data collection?	No policy is in place, and continuity in personnel is not sufficient (0)	No policy is in place, but there is some continuity (1)	A policy is in place to ensure some continuity (2)	A well- implemented policy is in place (3)	
2B.4. Is a policy in place to ensure sufficient supervision and support to prevent data collection errors ?	No policy is in place and supervision and support are not sufficient (0)	No policy is in place but there is some supervision and support (1)	A policy is in place to provide some supervision and support (2)	A well- implemented policy is in place (3)	
2B total score		If completing ma	anually, add all score	es for this indicator	
2B average score	If comple	eting manually, divid	le the total score for	this indicator by 4	
Indicator 2C. Technology and systems		Capacity a	ssessment		Score
	0	1	2	3	
2C.1. Is the data required for RFMO	N. I.				
compliance review processes provided to the responsible agencies through online or digital systems ?	No data is provided online or digitally (0)	Some data is provided online or digitally (1)	Most data is provided online or digitally (2)	All data is provided online or digitally (3)	
compliance review processes provided to the responsible agencies	provided online	provided online	provided online	provided online	
compliance review processes provided to the responsible agencies through online or digital systems? 2C.2. Is the data required for RFMO compliance review processes	provided online or digitally (0) Data is not	provided online or digitally (1) Some data is	provided online or digitally (2) Most data is	provided online or digitally (3) All data is	
compliance review processes provided to the responsible agencies through online or digital systems? 2C.2. Is the data required for RFMO compliance review processes centralized in one digital repository? 2C.3. Are systems in place to ensure that the data collected meets RFMO	provided online or digitally (0) Data is not centralized (0) No systems are	some data is centralized (1) Systems are in place to ensure that data meets some requirements (1)	most data is centralized (2) Systems are in place to ensure that data meets most requirements	All data is centralized (3) Systems are in place to ensure that data meets all requirements (3)	

Indicator 2D. Organization and governance	Capacity assessment				Score
	0	1	2	3	
2D.1. Is a plan in place for how and when to collect the annual data required by each RFMO?	No plan is in place for annual data collection (0)	No plan is in place, but most agencies collect data just in time for RFMO deadlines (1)	A plan is in place, and most agencies collect data well in advance of RFMO deadlines (2)	A plan is in place, and all agencies collect data throughout the year (3)	
2D.2. Is a process in place to coordinate among involved agencies and administrative units to collect the data required for RFMO compliance review processes?	No process is in place (0)	No process is in place, but some agencies coordinate (1)	A process is in place, and some agencies coordinate (2)	A process is in place, and all agencies coordinate (3)	
2D.3. Is a process in place to identify the human and institutional capacity needed to collect data for RFMO compliance review processes?	No process is in place (0)	No process is in place, but some agencies identify capacity needs (1)	A process is in place and some agencies identify capacity needs (2)	A process is in place and all agencies identify capacity needs (3)	
2D total score	If completing manually, add all scores for this indicator				
2D average score	If comple	eting manually, divid	de the total score for	this indicator by 3	

Provide any additional comments on data collection

Summary of data collection capacity scores

Indicator		Average score for each indicate of the sections about the sections are sections.					
2A. Agency capacity							
2B. Personnel and knowledge base							
2C. Technology and systems							
2D. Organization and governance							
Total data collection capa	acity score	If completing manually, add all indicator scores					
Average data collection capacity score If completing manually, divide the total score by 4							
Data collection capacity assessment (use average score)	0-0.75 Very limited capacity	0.76-1.5 Limited capacity	1.51-2.25 Moderate capacity	2.26-3 Sufficient capacity			

2.3 How much do the following factors affect the involved agencies' ability to collect the required data in time to meet deadlines set by the RFMOs? For each factor, enter the score that best describes the level of impact:

0 = Low impact **1** = Some impact **2** = High impact **3** = Very high impact

Factors that affect data collection		Score
Coordination among government agencies		
Quality of technology and technological systems		
Budget		
Training		
Personnel performance		
Administrative organization and management		
Other (please specify):		
Total	If completing manually, add all factor scores	

Provide any additional comments on data collection

Module 3

Information management

This module examines your government agencies' capacity for information management, which is the processing and analysis of the data referred to in Module 2, such as calculating the difference between established catch limits and actual catches for catch data.

3.1. Considering the capacity of the agencies involved in information management identified in Section 1.3, enter the most appropriate score for each indicator in the last column. If you are completing this questionnaire electronically, total and average scores will automatically populate. If you are completing this questionnaire by hand, calculate and record the total and average scores where indicated.

Indicator 3A. Agency capacity	Capacity assessment				Score
	0	1	2	3	
3A.1. Are agencies aware of the information they need to organize, process and analyse for RFMO compliance review processes?	Most agencies are not aware (0)	Some agencies are aware (1)	Most agencies are aware (2)	All agencies are aware (3)	
3A.2. Are agencies aware of the deadlines to report information for RFMO compliance review processes?	Most agencies are not aware (0)	Some agencies are aware (1)	Most agencies are aware (2)	All agencies are aware (3)	
3A.3. Is information from different sources/methodologies (e.g., data by calendar year vs. fishing season year) cross-checked for consistency after analysis?	No information is cross-checked (0)	Some information is cross-checked (1)	Most information is cross-checked (2)	All information is cross-checked (3)	
3A.4. Is the information to be reported verified using other sources (e.g., port call data reported by flag State vs. by port State)?	No information is verified (0)	Some information is verified (1)	Most information is verified (2)	All information is verified (3)	
3A total score		If completing manually, add all scores for this indicator			
3A average score	If comple	ting manually, divid	e the total score for	this indicator by 4	

Indicator 3B. Personnel and knowledge base	Capacity assessment				Score
	0	1	2	3	
3B.1. Do agencies have sufficient personnel to manage the required information for RFMO compliance review processes?	Agencies do not have sufficient personnel (0)	Agencies have sufficient personnel to manage some information (1)	Agencies have sufficient personnel to manage most information (2)	Agencies have sufficient personnel to manage all information (3)	
3B.2. Are personnel, including new personnel, adequately trained to manage the information required for RFMO compliance review processes?	No personnel are adequately trained (0)	Some personnel are adequately trained (1)	Most personnel are adequately trained (2)	All personnel are adequately trained (3)	
3B.3. Is a policy in place to ensure sufficient supervision and support for efficient and effective information management?	No policy is in place (0)	No policy, but some supervision and support are in place (1)	A policy is in place to provide some supervision and support (2)	A well-implemented policy is in place (3)	
3B total score		If completing mo	anually, add all score	es for this indicator	
3B average score	If comple	ting manually, divid	e the total score for	this indicator by 3	
	Capacity assessment				
Indicator 3C. Technology and systems		Capacity a	ssessment		Score
	0	Capacity a	essessment 2	3	Score
	No information is automatically organized and processed (0)			All information is automatically organized and processed (3)	Score
Technology and systems 3C.1. Is the information required for RFMO compliance review processes automatically organized and	No information is automatically organized and	Some information is automatically organized and	Most information is automatically organized and	All information is automatically organized and	Score
Technology and systems 3C.1. Is the information required for RFMO compliance review processes automatically organized and processed? 3C.2. Is information organized, processed and analysed in a way that meets RFMOs' reporting	No information is automatically organized and processed (0) No information meets the requirements	Some information is automatically organized and processed (1) Some information meets the requirements	Most information is automatically organized and processed (2) Most information meets the requirements	All information is automatically organized and processed (3) All information meets the requirements	Score
Technology and systems 3C.1. Is the information required for RFMO compliance review processes automatically organized and processed? 3C.2. Is information organized, processed and analysed in a way that meets RFMOs' reporting requirements? 3C.3. Is the organized, processed and analysed information for RFMO compliance review processes shared	No information is automatically organized and processed (0) No information meets the requirements (0) No information is shared	Some information is automatically organized and processed (1) Some information meets the requirements (1) Some information is shared digitally (1)	Most information is automatically organized and processed (2) Most information meets the requirements (2) Most information is shared digitally	All information is automatically organized and processed (3) All information meets the requirements (3) All information is shared digitally (3)	Score

Indicator 3D. Organization and governance	Capacity assessment				Score
	0	1	2	3	
3D.1. Is a process in place to coordinate among involved agencies and administrative units on organizing, processing and analysing the information for RFMO compliance review processes?	No process is in place (0)	No process is in place, but some agencies coordinate (1)	A process is in place and some agencies coordinate (2)	A process is in place and all agencies coordinate (3)	
3D.2. Is a process in place to identify human and institutional capacity needs to manage the information required for RFMO compliance review processes?	No process is in place (0)	No process is in place, but some agencies identify needs (1)	A process is in place and some agencies identify needs (2)	A process is in place and all agencies identify needs (3)	
3D total score	If completing manually, add all scores for this indicator				
3D average score	If comple	ting manually, divid	e the total score for	this indicator by 2	

Provide any additional comments on information management

Summary of information management capacity scores

Indicator		Average score for each indicator If completing manually, insert from the sections above				
3A. Agency capacity						
3B. Personnel and knowledge base						
3C. Technology and systems	3C. Technology and systems					
3D. Organization and govern	nance					
Total information manage capacity score	ement	If completing manu	ually, add all indicator scor	res		
Average information man capacity score	agement	If completing manually, divide the total score by 4				
Information management capacity assessment (use average score)	0-0.75 Very limited capacity	0.76-1.5 Limited capacity	1.51-2.25 Moderate capacity	2.26-3 Sufficient capacity		

3.2 How much do the following factors affect the involved agencies' ability to collect the required data in time to meet deadlines set by the RFMOs? For each factor, enter the score that best describes the level of impact:

Personnel performance

Administrative organization and management

O = Low impact 1 = Some impact 2 = High impact 3 = Very high impact

Score

Score

Coordination among government agencies

Quality of technology and technological systems

Budget

Training

Personnel performance

Administrative organization and management

Other (please specify):

Provide any additional comments on information management

Module 4

Reporting

This module explores your government agencies' capacity to report information required for RFMO compliance review processes. Reporting refers to submitting required information to the RFMO, through online systems or other means, including information provided in response to specific information requests and calls for comments.

4.1. Governments need to periodically report information to RFMOs. For each type of information below, indicate the level of difficulty – whether related to the amount of information required, the need to collate information from many sources, the technology demands or other challenges – that involved agencies have in reporting:

0 = Very difficult **1** = Somewhat difficult **2** = Rarely difficult **3** = Not difficult

Type of information to report	Score
Vessel information and operations (identification, authorized vessels, transshipment, etc.)	
Implementation of fisheries management measures	
MCS-related information (VMS, port controls, inspections at sea, catch documentation schemes, etc.)	
Scientific information and research	
Compliance review information (e.g., reporting on follow-up actions in situations of non-compliance, capacity-building)	

4.2. Considering the capacity of the agencies involved in reporting identified in Section 1.3, select the most appropriate answers for the following questions and record the selected score in the last column. If you are completing this questionnaire electronically, total and average scores will automatically populate. If you are completing this questionnaire by hand, calculate and record the total and average scores where indicated.

Indicator 4A. Agency capacity	Capacity assessment				Score
	0	1	2	3	
4A.1. Are agencies aware of what information they need to report for RFMO compliance review processes?	Most agencies are not aware (0)	Some agencies are aware (1)	Most agencies are aware (2)	All agencies are aware (3)	
4A.2. Are agencies aware of the RFMO reporting deadlines , including reviews of draft compliance reports?	Most agencies are not aware (0)	Some agencies are aware (1)	Most agencies are aware (2)	All agencies are aware (3)	
4A.3 . Are agencies aware of the points of contact in RFMO secretariats and from whom to request reporting help, including for online forms and data submissions?	Most agencies are not aware (0)	Some agencies are aware (1)	Most agencies are aware (2)	All agencies are aware (3)	
4A.4. Do agencies have systems in place to prevent errors or missing information when reporting to RFMOs?	No agencies have systems in place (0)	Some agencies have systems in place (1)	Most agencies have systems in place (2)	All agencies have systems in place (3)	
4A total score	If completing manually, add all scores for this indicator				
4A average score	If comple	ting manually, divid	e the total score for	this indicator by 4	

Indicator 4B. Personnel and knowledge base	Capacity assessment				Score
	0	1	2	3	
4B.1. Do agencies have sufficient personnel to meet RFMO reporting requirements?	Agencies do not have sufficient personnel (0)	Agencies have sufficient personnel to meet some requirements (1)	Agencies have sufficient personnel to meet most requirements (2)	Agencies have sufficient personnel to meet all requirements (3)	
4B.2. Are personnel, including new personnel, adequately trained to provide required reports to RFMOs?	Personnel are not adequately trained (0)	Some personnel are adequately trained (1)	Most personnel are adequately trained (2)	All personnel are adequately trained (3)	
4B total score		If completing manually, add all scores for this indicator			
4B average score	If comple	If completing manually, divide the total score for this indicator by 2			
Indicator 4C. Technology and systems	Capacity assessment				Score
	0 1 2 3				Score
	0			3	Score
4C.1. Do agencies have the technological capacity to effectively use RFMO online reporting systems ?	No agencies have the capacity (0)			All agencies have the capacity (3)	Score
technological capacity to effectively	No agencies have the	1 Some agencies have the	2 Most agencies have the	All agencies have the	Score
technological capacity to effectively use RFMO online reporting systems? 4C.2. Do agencies have the technological capacity to automatically generate reports for	No agencies have the capacity (0) No agencies can automatically generate	Some agencies have the capacity (1) Some agencies can automatically generate	Most agencies have the capacity (2) Most agencies can automatically generate	All agencies have the capacity (3) All agencies can automatically generate	Score
technological capacity to effectively use RFMO online reporting systems? 4C.2. Do agencies have the technological capacity to automatically generate reports for RFMO compliance review processes? 4C.3. Are reporting systems regularly updated to incorporate new RFMO requirements and improve	No agencies have the capacity (0) No agencies can automatically generate reports (0) No systems are regularly	Some agencies have the capacity (1) Some agencies can automatically generate reports (1) Some systems are regularly updated (1)	Most agencies have the capacity (2) Most agencies can automatically generate reports (2) Most systems are regularly	All agencies have the capacity (3) All agencies can automatically generate reports (3) All systems are regularly updated (3)	Score

Indicator 4D. Organization and governance	Capacity assessment				Score
	0	1	2	3	
4D.1. Is a plan in place for how and when to prepare annual reports required by RFMOs?	No plan is in place (0)	No plan is in place, but some agencies prepare reports just in time for RFMO deadlines (1)	A plan is in place, and most agencies prepare reports well in advance of RFMO deadlines (2)	A plan is in place, and all agencies prepare throughout the year (3)	
4D.2. Is a process in place to coordinate among involved agencies and administrative units on production of required reports for RFMO compliance review processes?	No process is in place (0)	No process is in place, but some agencies coordinate (1)	A process is in place and some agencies coordinate (2)	A process is in place and all agencies coordinate (3)	
4D.3. Is a process in place to identify all the human and institutional capacity needed to implement RFMO reporting requirements?	No process is in place to identify capacity needs (0)	No process is in place, but some agencies identify capacity needs (1)	A process is in place and some agencies identify capacity needs (2)	A process is in place and all agencies identify capacity needs (3)	
4D total score	If completing manually, add all scores for this indicator				
4D average score	If comple	ting manually, divid	e the total score for	this indicator by 3	

Provide any additional comments on reporting:

Summary of reporting capacity scores

Indicator		If comple	Average sco ting manually, insert fro	re for each indicator om the sections above
4A. Agency capacity				
4B. Personnel and knowledge base				
4C. Technology and systems				
4D. Organization and gover	nance			
Total reporting capacity	score	If completing man	ually, add all indicator sco	res
Average reporting capaci	ting capacity score If completing manually, divide the total score by 4			y 4
Reporting capacity assessment (use average score)	0-0.75 Very limited capacity	0.76-1.5 Limited capacity	1.51-2.25 Moderate capacity	2.26-3 Sufficient capacity

4.3 How much do the following factors affect the involved agencies' ability to report the information required for RFMO compliance review processes? For each factor, enter the score that best describes the level of impact:

O = Low impact 1 = Some impact 2 = High impact 3 = Very high impact

Factors that impact reporting Score

Coordination among government agencies

Quality of technology and technological systems

Budget

Training

Personnel performance

Administrative organization and management

Other (please specify):

Provide any additional comments:

Total

Module 5

Participation at RFMO compliance committee meetings

This module explores your government agencies' capacity to participate in meetings of RFMO compliance committees or in other meetings related to the implementation of compliance review processes (e.g., review of rules of procedure, establishment of corrective action systems, etc.), whether in person or virtual. The questions do not relate to RFMO commission meetings.

	•	to RFMO commission meetings.	in systems, etc.), whether in person or virtual. The questions
5.1.	Does yo		meetings of the compliance committees of the RFMOs it is a
	Yes	No	
Plea	ise explair	1	
5.2.	_	overnment agencies are usually part of Select all that apply.	of your country's delegation to a compliance committee
	Ministry/	Department of Fisheries	Police
	Fisheries	Agency	Customs
	Fisheries	Research Agency/Institute	Ministry of Foreign Affairs
	Maritime	e Authority	Ministry of Economy/Finance
	Port Auth	nority	Ministry of the Environment
	Coastgua	ard/Military	

Please specify. You may provide more detail about specific administrative units represented (e.g., legal affairs).

5.3. What is the average size of your country's delegation to compliance committee meetings?

1 2-3 4-5 More than 5

Add any additional comments:

5.4. Considering the capacity of the agencies that participate in RFMO meetings identified in Section 5.2, select the most appropriate score for the following questions and record the selected score in the last column. If you are completing this questionnaire electronically, total and average scores will automatically populate. If you are completing this questionnaire by hand, calculate and record the total and average scores where indicated.

Indicator 5A. Agency capacity	Capacity assessment				Score
	0	1	2	3	
5A.1. Do agencies have sufficient personnel and expertise to form a delegation that can effectively participate in compliance committee meetings?	Agencies do not have sufficient personnel to form a delegation (0)	Agencies have sufficient personnel to form a delegation that can participate on some issues (1)	Agencies have sufficient personnel to form a delegation that can participate on most issues (2)	Agencies have sufficient personnel to form a delegation that can participate on all issues (3)	
5A.2. Do delegation participants coordinate adequately among themselves before compliance committee meetings?	Participants do not coordinate on any issues (0)	Participants coordinate on some issues (1)	Participants coordinate on most issues (2)	Participants coordinate on all issues (3)	
5A.3. Do delegations have sufficient support from personnel in the capital to ensure effective participation in compliance committee meetings?	Delegations have no support (0)	Delegations have some support (1)	Delegations have support on priority issues (2)	Delegations have support on all issues (3)	
5A total score	If completing manually, add all scores for this indicator				
5A average score	If comple	ting manually, divid	e the total score for	this indicator by 3	

Indicator 5B. Personnel and knowledge base	Capacity assessment				
	0	1	2	3	
5B.1. Are delegations' sizes and expertise adequate to effectively participate in compliance committee meetings?	Delegation size and expertise are not adequate (0)	Delegation size and expertise are adequate to participate on some issues (1)	Delegation size and expertise are adequate to participate on most issues (2)	Delegation size and expertise are adequate to participate on all issues (3)	
5B.2. Are personnel who attend compliance committee meetings adequately trained to effectively participate?	Personnel are not adequately trained (0)	Some personnel are adequately trained (1)	Most personnel are adequately trained (2)	All personnel are adequately trained (3)	
5B.3. Are personnel who do not attend compliance committee meetings adequately trained to effectively support the delegation before and during meetings?	Personnel are not adequately trained (0)	Some personnel are adequately trained (1)	Most personnel are adequately trained (2)	All personnel are adequately trained (3)	
5B.4. Do delegations have enough continuity in their members to effectively participate in the compliance committee meetings?	Most members change every 1-2 years (0)	Leads remain for 3 years or more (1)	Leads and core technical personnel remain for 3 years or more (2)	Most members remain for 3 years or more (3)	
	If completing manually, add all scores for this indicator				
5B total score		If completing mo	anually, add all score	es for this indicator	
5B total score 5B average score	If comple	If completing mo			
	If comple	ting manually, divid			Score
5B average score Indicator 5C.	If comple	ting manually, divid	e the total score for		Score
5B average score Indicator 5C.		ting manually, divide Capacity a	e the total score for assessment	this indicator by 4	Score
Indicator 5C. Technology and systems 5C.1. Do government representatives have adequate technological tools and technical support to participate effectively in virtual or in-person	Q Representatives do not have adequate technology and	Capacity a 1 Representatives have adequate technology and support some of	e the total score for assessment 2 Representatives have adequate technology and support most of	this indicator by 4 3 Representatives have adequate technology and support all of	Score
Indicator 5C. Technology and systems 5C.1. Do government representatives have adequate technological tools and technical support to participate effectively in virtual or in-person compliance committee meetings? 5C.2. Can government representatives attending compliance committee meetings in person effectively use the available electronic resources, including for	Representatives do not have adequate technology and support (0) Representatives cannot effectively use any electronic	Capacity a 1 Representatives have adequate technology and support some of the time (1) Representatives can effectively use some electronic resources (1)	Representatives have adequate technology and support most of the time (2) Representatives can effectively use most electronic	Representatives have adequate technology and support all of the time (3) Representatives can effectively use all electronic resources (3)	Score

Indicator 5D. Organization and governance	Capacity assessment				Score
	0	1	2	3	
5D.1. Is a plan in place for how and when to prepare for compliance committee meeting participation?	No plan is in place (0)	No plan is in place, but most agencies prepare just in time for meetings (1)	A plan is in place, and most agencies prepare well in advance of meetings (2)	A plan is in place, and all agencies prepare throughout the year (3)	
5D.2. Is a process in place to coordinate among involved agencies and administrative units on compliance committee meeting participation?	No process is in place (0)	No process is in place, but some agencies coordinate (1)	A process is in place and some agencies coordinate (2)	A process is in place and all agencies coordinate (3)	
5D.3. Is a process in place to identify the human and institutional capacity needed to ensure adequate compliance committee meeting participation?	No process is in place (0)	No process is in place, but some agencies identify needs (1)	A process is in place and some agencies identify needs (2)	A process is in place and all agencies identify needs (3)	
5D total score	If completing manually, add all scores for this indicator				
5D average score	If comple	ting manually, divid	le the total score for	this indicator by 3	

Provide any additional comments on participation at RFMO compliance committee meetings:

Summary of compliance committee meeting participation capacity scores

Indicator		Average score for each indicator If completing manually, insert from the sections above			
5A. Agency capacity					
5B. Personnel and knowledge base					
5C. Technology and systems					
5D. Organization and govern	5D. Organization and governance				
Total reporting capacity s	orting capacity score If completing manually, add all indicator scores				
Average reporting capaci	ty score	If completing manually, divide the total score by 4			
Participation capacity assessment (use average score)	0-0.75 Very limited capacity	0.76-1.5 Limited capacity	1.51-2.25 Moderate capacity	2.26-3 Sufficient capacity	

5.5. How much do the following factors affect agencies' ability to effectively participate in RFMO compliance committee meetings? Enter the score that best describes the level of impact:

0 = Low impact **1** = Some impact **2** = High impact **3** = Very high impact

Factors that affect effective participation		Score
Coordination among government agencies		
Quality of technology and technological systems		
Budget		
Training		
Personnel performance		
Administrative organization and management		
Other (please specify):		
Total	If completing manually, add all factor scores	

Provide any additional comments:

Module 6

Follow-up actions

This module examines your government agencies' capacity to take necessary actions to follow up on outcomes of the RFMO compliance review processes. Outcomes may include requirements to report missing data to the RFMO; provide evidence of actions taken to resolve non-compliance, including investigations and fines or sanctions of nationals; or explain how non-compliance will be prevented in the future.

6.1. List the government agencies primarily responsible for taking the following follow-up actions in response to compliance review outcomes.

Follow-up action	Responsible agency or agencies
Responding to compliance letters or information requests	
Leading in-country investigations and enforcement measures	
Requesting capacity-building initiatives	
Other (describe the action and provide name of responsible agencies):	

Provide any additional comments:

6.2. Has your country carried out programs to strengthen its capacity to effectively participate in RFMO compliance review processes, including training or IT development and implementation?

Yes No

If yes, of which type were those programs? Select all that apply.

Training government agency personnel in RFMO requirements

Training government agency personnel in the use of RFMO forms and online systems

Improving systems to collect and process information

Improving systems for interagency coordination

Other (please specify):

If yes, how were these programs financed? Select all that apply.

Regular funds of government agencies

Extraordinary government fund

RFMO

Other external funds. *Provide any additional comments:*

Provide any additional comments:

6.3. Considering the capacity of the agencies for taking follow-up actions identified in Section 6.1, enter the most appropriate answers for the following indicators and use the last column on the right to record the selected score.

Indicator 6A. Agency capacity	Capacity assessment					
	0	1	2	3		
6A.1. Are agencies informed of RFMO compliance review process outcomes and needed follow-up actions ?	Most agencies are not informed (0)	Some agencies are informed (1)	Most agencies are informed (2)	All agencies are informed (3)		
6A.2. Are agencies aware of deadlines to respond to RFMO requests on compliance matters?	Most agencies are not aware (0)	Some agencies are aware (1)	Most agencies are aware (2)	All agencies are aware (3)		
6A.3 . Do agencies have the capacity to respond to RFMO compliance review process outcomes?	Most agencies do not have capacity (0)	Some agencies have capacity (1)	Most agencies have capacity (2)	All agencies have capacity (3)		
6A total score	If completing manually, add all scores for this indicator					
6A average score	If completing manually, divide the total score for this indicator by 3					

Indicator 6B. Personnel and knowledge base	Capacity assessment						
	0	1	2	3			
6B.1. Do agencies have sufficient personnel to follow up on RFMO compliance review process outcomes?	Agencies do not have sufficient personnel (0)	Agencies have sufficient personnel for some outcomes (1)	Agencies have sufficient personnel for most outcomes (2)	Agencies have sufficient personnel for all outcomes (3)			
6B.2. Are personnel adequately trained to respond to RFMO compliance review process outcomes?	Personnel are not adequately trained (0)	Some personnel are adequately trained (1)	Most personnel are adequately trained (2)	All personnel are adequately trained (3)			
6B.3. Do agencies provide sufficient supervision and support to maximize the efficiency and effectiveness of follow-up actions?	No agencies provide supervision and support (0)	Some agencies provide supervision and support (1)	Most agencies provide supervision and support (2)	All agencies provide supervision and support (3)			
6B total score	If completing manually, add all scores for this indicator						
6B average score	If completing manually, divide the total score for this indicator by 3						
Indicator 6C. Personnel and knowledge base		Capacity a	ssessment		Score		
	0	Capacity a	ssessment 2	3	Score		
	O No agencies have systems (O)			All agencies have systems (3)	Score		
6C.1. Do agencies have systems to identify the capacity development they need to effectively respond to RFMO compliance review process	No agencies have systems	1 Some agencies have systems	2 Most agencies have systems	All agencies have systems	Score		
6C.1. Do agencies have systems to identify the capacity development they need to effectively respond to RFMO compliance review process outcomes? 6C.2. Do agencies have capacity to update technologies and systems to adequately respond to RFMO compliance review process	No agencies have systems (0) No agencies can update technologies and systems within a year	Some agencies have systems (1) Some agencies can update technologies and systems within a year (1)	Most agencies have systems (2) Most agencies can update technologies and systems within a year	All agencies have systems (3) All agencies can update technologies and systems within a year (3)	Score		

Indicator 6D. Organization and governance	Capacity assessment					
	0	1	2	3		
6D.1. Is a process in place to coordinate among involved agencies and administrative units to follow up on RFMO compliance review process outcomes?	No process is in place (0)	No process is in place, but some agencies coordinate (1)	A process is in place and some agencies coordinate (2)	A process is in place and all agencies coordinate (3)		
6D.2. Is a process in place to identify the human and institutional capacity needed to ensure adequate follow-up on RFMO compliance review process outcomes?	No process is in place (0)	No process is in place, but some agencies identify needs (1)	A process is in place, and some agencies identify needs (2)	A process is in place, and all agencies identify needs (3)		
6D total score	If completing manually, add all scores for this indicator					
6D average score	If completing manually, divide the total score for this indicator by 2					

Provide any additional comments on follow-up actions:

Summary of follow-up actions capacity scores

Indicator		If comple	Average scor ting manually, insert fro	e for each indicator m the sections above		
6A. Agency capacity						
6B. Personnel and knowledge base						
6C. Technology and systems						
6D. Organization and gover	nance					
Total follow-up action cap	pacity score	If completing manually, add all indicator scores				
Average follow-up action	capacity score	If completing manually, divide the total score by 4				
Follow-up actions capacity assessment (use average score)	0-0.75 Very limited capacity	0.76-1.5 Limited capacity	1.51-2.25 Moderate capacity	2.26-3 Sufficient capacity		

6.4. How much do the following factors affect agencies' ability to effectively participate in RFMO compliance committee meetings? Enter the score that best describes the level of impact:

Personnel performance

Administrative organization and management

O = Low impact 1 = Some impact 2 = High impact 3 = Very high impact

Score

Score

Score

Coordination among government agencies

Quality of technology and technological systems

Budget

Training

Personnel performance

Administrative organization and management

Other (please specify):

Provide any additional comments:

Module 7

Summary of capacity needs assessment

This module examines your government agencies' capacity to take necessary actions to follow up on outcomes of the RFMO compliance review processes. Outcomes may include requirements to report missing data to the RFMO; provide evidence of actions taken to resolve non-compliance, including investigations and fines or sanctions of nationals; or explain how non-compliance will be prevented in the future.

7.1. Review your administration's average score for all capacity indicators for each stage of the RFMO compliance review processes. If completing manually, enter the total for each indicator where noted, then enter the total for each row, and finally divide row totals by 5 to calculate the overall averages for each indicator.

	Module 2	Module 3	Мо	dule 4	Module	5	Module 6		Overall
	Data collection	Information management	Rep	oorting	Participation in compliance committee meetings		Follow-up actions	Totals	average indicator score
Agency capacity	Indicator 2A	Indicator 3A	Indio	cator 4A	Indicator	5A	Indicator 6A		
Personnel and knowledge base	Indicator 2B	Indicator 3B	Indio	cator 4B	Indicator	· 5B	Indicator 6B		
Technology and systems	Indicator 2C	Indicator 3C	Indicator 4C		Indicator	5C	Indicator 6C		
Organization and governance	Indicator 2D	Indicator 3D	Indio	cator 4D	Indicator	5D	Indicator 6D		
Indicator assessme (based on average scores)		0-0.75 Very limit capacity		Lim	5-1.5 ited acity	٨	I. 51-2.25 Moderate capacity	2.26-3 Sufficient capacity	

To aid in prioritizing areas where more capacity is needed and identifying areas of high performance, list the indicators with the highest and lowest average scores shown in Section 7.1.

Priority capacity needs: List the three lowest-scoring indicators from Section 7.1 (e.g., "Technology and systems/data collection")

- 1.
- 2.
- 3.

Highest-performance areas. List the three highest-scoring indicators from Section 7.1 (e.g., "Technology and systems/data collection")

- 1.
- 2.
- 3.

7.2. Review your administration's overall average capacity score for each stage of RFMO compliance review processes. *If completing manually, enter the overall average for each module.*

	Modul	e 2	Module	3	Module 4		Module 5	Module 6
	Data coll	ection Information manageme			Reporting		Participation in compliance committee meetings	Follow-up actions
Overall average score								
Module capac assessment (l average score	based on	Ver	-0.75 y limited pacity		0.76-1.5 Limited capacity		1.51-2.25 Moderate capacity	2.26-3 Sufficient capacity

7.3. Review your administration's average score for each of the factors that affect its capacity to meet the requirements of RFMO compliance review processes. If completing manually, enter the score for each question where noted, then enter the total for each row and column where noted, and finally divide row totals by 5 and column totals by 7 to calculate the overall averages for each factor and module.

	Module 2	Module 3	Module 4	Module 5	Module 6		
	Data collection	Information management	Reporting	Participation in compliance committee meetings	Follow-up actions	Totals	Overall average factor score
	(Q2.3)	(Q3.2)	(Q4.3)	(Q5.5)	(Q6.4)		
Coordination among government agencies							
Quality of technology and technological systems							
Budget							
Training							
Personnel performance							
Administrative organization and management							
Other							
Totals							
Average overall module factor score							
	assessment on average	0-0.75 Low impa			1.51-2.25 ligh impact	2.26-3 Very high imp	act

To help identify the factors that most affect your administration's capacity to comply with RFMO requirements ("priority factors") and the stages of the process that those factors affect most ("priority stages"), list the factors that received the lowest average scores in Section 7.3.

Priority factors. Enter the three highest-scoring factors from the last column of Section 7.3 (e.g., "Buaget").
1.
2.
3.
Priority stages. Enter the three highest-scoring stages from the bottom row of Section 7.3 (e.g., "Reporting").
1.
2.
3.

- 7.4. The following are potential actions your administration can undertake, using the information collected with this tool, to address capacity needs related to compliance review processes.
 - 1. Transfer the information in the Module 7 summary tables to a spreadsheet or similar tool for further analysis, including to:
 - Determine the percentage of indicators that fall into each capacity level (e.g., percentage of very limited capacity, percentage of moderate capacity, etc.).
 - ° Generate charts or graphs to visualize capacity levels.
 - ° Generate a summary table to compare outcomes across indicators or modules.
 - Repeat this capacity needs assessment regularly (on an annual or biennial basis). Results of repeated assessments can be transferred to the spreadsheet or other databases to evaluate progress over multiple years.
 - 3. Organize meetings or workshops at government level (intra- or inter-agency) to assess results of the self-assessment tool and identify priority responses, including actions that can be resolved in-house, external capacity-building assistance, timelines and agencies that could be involved. Individual agency questionnaires should be retained to assist in follow-up initiatives.
 - 4. If it is necessary to obtain more information or carry out a more detailed analysis of the capacity of individual agencies or administrative units and/or to compare performance between them consider having agencies complete this main self-assessment tool.
 - 5. To help in accessing capacity-building assistance, consider informing external groups such as RFMO secretariats, the United Nations Food and Agriculture Organization, the World Bank and the Global Environment Facility about key results of the self-assessment tool and the priority needs identified.

Appendix: Glossary

Administrative unit: Departments or other teams that are a part of government agencies.

Data collection: The process of systematically gathering observations or measurements, which can be organized, processed and interpreted. For purposes of this tool, "data" is used exclusively to mean raw figures or facts that can be processed, contextualized or otherwise interpreted; "information" refers to data that has been processed, organized and interpreted. Data that has been collected, managed and reported independently of RFMO compliance review processes should still be considered in the framework of RFMO compliance review processes.

Follow-up actions: Steps to be taken by an RFMO member in response to outcomes of compliance review processes. These may include responding to requests to report missing data back to the RFMO, providing evidence of actions taken to resolve non-compliance (including fines or sanctions to nationals), explaining how a non-compliant member will prevent future non-compliance or engaging in capacity development initiatives.

Government agency: Ministries, departments, agencies, institutes and other high-level administrative bodies. Sometimes also referred to in the tool as "administration" or "country" agency. In this context, "country" also refers to RFMO members that are regional economic integration organizations (i.e., the European Union).

Information management: The organization, processing and interpretation of information for its use in RFMO compliance review processes. For purposes of this tool, "information" refers to data that has been processed, organized and interpreted. When referring instead to the collection of raw facts and figures, the term "data" is used.

Member: RFMO member or cooperating non-member.

Participation at RFMO meetings: Attendance by a country's delegation, in person or virtually, at any annual or intersessional RFMO compliance committee meetings.

Reporting: Submission, either online or through other means, of required information to an RFMO for consideration in compliance review processes, including information provided in response to specific requests and calls for comments.

Required information: Refers to both "information" and "data" that must be provided to an RFMO for use in compliance review processes.

RFMO compliance review process: Procedures established by an RFMO to, among other things, monitor members' adherence to agreed rules, determine if members need help in implementing measures and recommend how members should respond to cases of non-compliance.

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Endnote

1 Robert Day et al., "Approaches to Evaluate and Strengthen RFMO Compliance Processes and Performance: A Toolkit and Recommendations," The Pew Charitable Trusts and International Seafood Sustainability Foundation, 2022, https://www.pewtrusts.org/-/media/assets/2023/07/approaches-to-evaluate-and-strengthen-rfmo-compliance-processes-and-performance-a-toolkit-and-recomm. pdf.

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-(or more information, please visit: pew.org/internationalfisheries
	The Pew Charitable Trusts Email: RFMOCompliance@pewtrusts.org
	Project website: pew.org/internationalfisheries
	Founded in 1948, The Pew Charitable Trusts uses data to make a difference. Pew addresses the challenges of a changing world by

 $illuminating \ issues, \ creating \ common \ ground, \ and \ advancing \ ambitious \ projects \ that \ lead \ to \ tangible \ progress.$