



# Working Papers

## 15th SPREP Meeting of Officials



Papeete, French Polynesia  
13-16 September 2004

South Pacific Regional Environment Programme

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## 15th SPREP Meeting of Officials

South Pacific Regional Environment Programme

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Papers



## Fifteenth SPREP Meeting of Officials

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## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia

13-16 September 2004

### Information Paper

## Agenda Item 13.1: Report of CROP Heads Meeting

### **Purpose of Paper**

1. To inform the Meeting of the summary decisions of the 2004 Meeting of the CROP Chief Executives.

### **Background**

2. The Council of Regional Organisations in the Pacific (CROP) is a mechanism established by the Leaders of the Pacific islands region to ensure coordination and cooperation among the regional agencies to avoid duplication and wasteful competition and foster collaboration and create synergy so their service to the peoples of the Pacific islands is optimised.
3. SPREP is a founding member and an active participant in the meetings of the CROP CEOs and the working groups authorised by the CROP Heads to achieve the intent stated in paragraph 2.
4. The Summary Decision of the CROP CEO's Meeting is contained in Attachment 1.

### **Recommendation**

4. The Meeting is invited to:
  - **review and note** the summary decisions of the CROP Meeting

**COUNCIL OF REGIONAL ORGANISATIONS IN THE PACIFIC  
SIXTEENTH MEETING**

Port Vila, Vanuatu  
2 - 3 July 2004

**SUMMARY DECISIONS**

The Sixteenth Meeting of the Council of Regional Organisations in the Pacific (CROP) was held on 2 – 3 July 2004 at the Emalus Campus of the University of the South Pacific, Port Vila, Vanuatu, and was chaired by the Secretary General of the Pacific Islands Forum Secretariat.

2. Present were the chief executives of the Fiji School of Medicine (FSchM), Forum Fisheries Agency (FFA), Secretariat of the Pacific Community (SPC), South Pacific Applied Geoscience Commission (SOPAC), South Pacific Board for Education Assessment (SPBEA), South Pacific Regional Environmental Programme (SPREP), South Pacific Tourism Organisation (SPTO), and the University of the South Pacific (USP).

3. The Pacific Islands Forum Secretariat (PIFS) was represented by the Deputy Secretary General. Apologies were received from the Director of the Pacific Islands Development Programme (PIDP). The Head of the UNESCAP Pacific Operations Office (UN-EPOC) and the Interim General Manager of the Pacific Aviation Safety Office (PASO) attended as special observers. A list of delegates is at **Annex 1**.

4. The first day of the meeting was devoted to informal sessions. The first of these was devoted to matters arising from the Informal Leaders Retreat on 6 April 2004, which require reporting to the Forum in August 2004. The PIFS presented for discussion and comment a draft terms of reference for the taskforce to undertake the development of the Pacific Plan. A draft revised CROP Charter was also presented for discussion and accordingly amended. The proposed PIFS corporate plan and structure was outlined, emphasising its responsiveness to Leaders' decisions concerning their focus and priorities.

5. A further session was devoted to a discussion concerning the CROP working groups, with decisions arising confirmed on the second day in formal session (see below). The Council then heard from the Head of UN-EPOC on progress in the implementation of the UNESCAP-POC review, and from the Interim General Manager of PASO on the objectives and role of the Office and the activities undertaken during its inception period.

**Opening and Welcome**

6. The Secretary General of PIFS welcomed delegates, and in particular the Director of SOPAC to her first CROP meeting in this capacity. He acknowledged with gratitude the arrangements made by the USP for hosting the meeting.

## FORUM EYES ONLY

### **Agenda Item 1 : Adoption of Agenda and Working Procedures**

7. The Council then considered PIFS(04)CROP.01 and adopted the Provisional Agenda as at **Annex 2**. It was agreed, as recommended in the Provisional Working Procedures (paper PIFS(04)CROP.02) adopted by the Council, that Summary Decisions be circulated and approved out of session.

### **Agenda Item 2 : Review of 2003 Decisions of the CROP**

8. The Council noted the report contained in paper PIFS(04)CROP.04 concerning progress in implementing the decisions it made in 2003.

### **Agenda Item 3 : Matters Arising from Informal Sessions Review of Working Group Activities**

9 The Council reviewed the activities of the working groups as reported in paper PIFS(04)CROP.04. In the context of the implementation of the decisions arising from the Informal Leaders Retreat on 6 April 2004, and Leaders' further consideration of the formulation of a Pacific Plan at the Forum in August 2004, CROP agreed to consider in 2005 a fresh approach to the structure and role of the working groups.

10. It was noted by the CROP that attending working group meetings placed a considerable burden on many, especially those not based in Suva. Accordingly Council suggested that meetings of working groups have more substantial agendas, which in turn would justify one to two day meetings on a less frequent basis. The CROP encouraged greater reliance on ICTs, which would allow the working groups to progress on-going issues without resorting to formal meetings.

11. The CROP agreed that working groups provided a valuable mechanism for encouraging partnerships in support of the region's development, but that these groups should not duplicate the work of other existing fora / mechanisms, with similar objectives. Council further agreed that the Sustainable Development Working Group has a wider role that could subsume the work of some, existing working groups, and should have more support from all CROP organisations. Consequently, the Council agreed that:

- the Sustainable Development Working Group continue its role under a revised terms of reference encompassing regional support for implementing and reporting on the Millennium Development Goals (MDGs) and the development and implementation of the Pacific Plan;
- in reaffirming commitment to supporting the work of the Sustainable Development Working Group, they would ensure the organisations would be represented at the most senior level;
- the Energy Working Group continue its activities under the revised terms of reference as submitted to Council;
- the Health and Population Working Group maintain its activities subject to submitting as soon as possible a revised terms of reference for consideration by the Council out of session;

## FORUM EYES ONLY

- the Human Resources Development Working Group continue its role, but reconsider its terms of reference with a view to broadening its role;
- the Information and Communications Technology Working Group remain in place with revised terms of reference as submitted, but subject to it taking into account the impact of relevant Forum decisions on the scope of its work;
- the Land Resources Working Group currently be disbanded, but noting that future work through the UNCCD may necessitate its reestablishment;
- the Marine Sector Working Group continue work under the current terms of reference until a more permanent process to coordinate the Pacific Islands Regional Oceans Forum - Integrated Strategic Action (PIROF-ISA) is developed;
- the Private Sector, Trade and Tourism Working Group be disbanded, but that the SPTO prepare a proposal for the establishment of a Tourism Working Group for Council's consideration out of session;
- the CROP/UN MDGs Working Group continue work on the current MDGs reporting process, but on completing this in November 2004 any continuing future role be passed to the Sustainable Development Working Group.

### **Agenda Item 4: CROP Gender Strategy Report**

12. The Council noted the status of the CROP 1998 Gender Strategy as reported in paper PIFS(04)CROP.05 and welcomed the first annual reporting of analysis of staff by gender, by a majority of member organisations.

13. The intention to reinvigorate the Informal Gender Focal Point Working Group when the Gender Issues Adviser position at PIFS is filled was noted by the Council. The Council also encouraged CROP organisations to adopt Sexual Harassment Policies, using the PIFS policy as a model, where they have not already done so.

### **Agenda Item 5 : Pacific Regional Sustainable Development Strategy**

14. The Council recalled, as reported in PIFS(04)CROP.06, that in 2003 it had considered a revised version of the *Regional Sustainable Development Framework*. It further noted that the Sustainable Development Working Group recommends that this should be inclusive, with member countries having eventual ownership and had agreed to retitile the document as a "*Regional Sustainable Development Strategy*".

15. It was agreed by Council that further work on the *Regional Sustainable Development Strategy* be deferred until both the:

- (a) completed national assessment reports for, and the outcomes of, the BPOA Ten Year Review, and
- (b) structure and content of the Pacific Plan, were known.



## FORUM EYES ONLY

### Agenda Item 6 : Review of Harmonisation of Remuneration

16. The Council commended the excellent work by the FOC "CROP Remuneration Working Group" as attached to paper PIFS(04)CROP.07. They acknowledged with appreciation the decision by the Chair (New Zealand) of the Working Group to include representatives of (i) the Suva-based Missions who are not members of FOC but members of other CROP organisations in recognition of the wider application of the group's work to other governing bodies, and (ii) the participating CROP organisations, as observers in the group and for allowing them to contribute to the deliberations of the working group. CROP further commended the contribution by staff from the respective CROP organisations to the working group process.

17. Council approved the recommendation to reconvene the CROP Remuneration Working Group to, among other things:

- explore options for cost sharing among CROP;
- conduct an annual review and analysis of the market data received from the survey of the reference markets and present the analysis and recommendations; and
- compile and analyse staff recruitment and retention information across CROP on an annual basis.

18. The Council agreed on a common CROP position with respect to the following areas and recommendations contained in the Working Group Report:

- (i) **New CROP salary scale for professional staff to be effective from 1 January 2005.** CROP executive support the recommendation for the 5% increase in the salary scale for professional staff to be effective from 1 January 2005 and recommend to their relevant governing bodies to approve the recommendation. CROP executive confirm that the associated costs can be met from their respective current budgets, without impacting adversely on work programme delivery.
- (ii) **Treatment of Housing and Education Allowances.** Notwithstanding the need for ongoing review on how these two allowances should be treated, CROP executive categorically and unanimously agreed that these two allowances must be linked to positions and not determined by the nationality of the professional filling the position.

Current CROP practice of international recruitment must be protected and people appointed to positions, on merit, must draw the benefits that accrue to the positions under the principle of equity and fairness that fully acknowledges the value the people that are appointed to the positions bring to the organisations.

CROP executive do not agree that these two allowances should be linked to relocation, and therefore the nationality of the people who fill such positions. Not only will the application of such an approach openly discriminate between people based on nationality rather than their ability to perform and the value they bring to the organisations, it will worsen

## FORUM EYES ONLY

recruitment problems faced by CROP organisations. It also runs against the grain of the comments in the EPG Review to recruit the best and brightest Pacific island professionals to the regional service of CROP organisations.

- (iii) **Application of the six-year rule.** The Council noted that a number of governing bodies had already established the procedures for managing the six-year rule, which will continue to guide the application of the six-year rule in these other CROP organisations.

### **Agenda Item 7 : EU – ACP Regional Indicative Programme**

19. The Council welcomed the excellent progress made in completing the 6<sup>th</sup>, 7<sup>th</sup> and 8<sup>th</sup> European Development Fund Pacific Regional Indicative Programmes (EDF PRIP) and in implementing the 9<sup>th</sup> EDF PRIP, as explained in paper PIFS(04)CROP.08.

20. CROP noted that this performance puts the Pacific region in a good position to draw down supplementary funding from 9<sup>th</sup> EDF global reserves following a mid-term review. The Council accordingly agreed that, being mindful of mid-term review process coming up in late 2004 or early 2005, it be prepared to respond to any additional EDF funding that might then become available.

21. The Council also agreed that information concerning the PRIP, and particularly requests or suggestions from the EU concerning new project proposals, be shared with the Regional Authorising Officer, who should, after consulting with the EU, ensure such information or suggestions be disseminated among all CROP.

22. Recognising the important role attributed to non-state actors (NSAs) for project formulation and implementation under the Cotonou Agreement the Council encouraged its members to invite relevant regional NSAs to sit on the steering committees of all 9<sup>th</sup> EDF/PRIP projects.

### **Agenda Item 8 : Preparations for Mauritius 2005**

23. The Council considered paper PIFS(04)CROP.09, in which the Sustainable Development Working Group reported that preparations for the International Meeting, now scheduled for 10 – 14 January 2005 in Mauritius, is progressing as anticipated.

24. CROP noted with appreciation that the draft Pacific Position allowed the Pacific to be significantly better prepared than the Caribbean and AIMS regions, but that the negotiations have been difficult and time consuming. The outcomes of both the SIDS preparatory meeting (CSD12) and the Informal-Informals in May 2004 were inconclusive and resulted in an extended AOSIS Strategy paper incorporating proposals and texts from development partners.

**FORUM EYES ONLY**

25. Noting that eight Pacific SIDS national assessment reports (NARs) for BPOA+10 had been received, though most still in draft form, the Council recognised that with the delay in convening the Mauritius meeting there is an opportunity to improve reporting. CROP noted that many NAR's noted the importance of enabling environments that provide frameworks for collaboration and communication amongst key stakeholders, as well as to accommodate better integrated decision making.

26. Council's attention was drawn to the congruence of Mauritius 2005 to the 2<sup>nd</sup> World Conference on Disaster Risk Reduction and that it was likely that the former would refer to the latter on priorities, issues and implementation mechanisms relating to disaster risk management.

27. The Council accordingly:

- (a) noted the assistance provided by its members to countries through the Sustainable Development Working Group in the preparation for the ten-year review of BPOA;
- (b) noted the importance of continued CROP coordination and support to Pacific island countries, upon their request, to assist with the development of their national sustainable development strategies;
- (c) noted the concurrent process to prepare for the 2<sup>nd</sup> World Conference on Disaster Risk Reduction (WCDRR), to be held in Kobe on 18 – 22 January 2005, one week later than the International Meeting in Mauritius (8 – 14 January 2005), and that this concurrence is particularly important as the Mauritius outcomes document is expected to defer to the WCDRR for a response on assistance to SIDS to reduce the impacts of disasters;
- (d) requested that the Secretary General urge, on Council's behalf, the participation at the highest level of member countries in the Mauritius International Meeting on the BPOA+10, and at ministerial level to the 2<sup>nd</sup> World Conference on Disaster Risk Reduction;
- (e) agreed to provide input to finalising the regional assessment for BpoA+10;
- (f) agreed to seek donors' assistance in funding Pacific SIDS participants to Mauritius and the WCDRR.

**Agenda Item 9 : Regional Participation at Aichi Expo 2005**

28. The Council was updated on FIC participation at the EXPO 2005, Aichi, Japan through paper PIFS(04)CROP.10, having noted that in 2003 it agreed that serious consideration should be given to participation provided there is sufficient member country interest and adequate funding. CROP also noted that the Pacific ACP Trade Ministers meeting in April 2004 directed the PIFS to assist the FICs, but understood that such assistance would rely on the availability of funding.

## FORUM EYES ONLY

29. The PIFS reported that it attended the 1<sup>st</sup> Preparatory Meeting for the Pacific Islands Joint Pavilion, held in January 2004, together with ten of the eleven FICs that had confirmed their participation. At this meeting restricted funding, direct to FICs' only for their participation, was announced. In March 2004 a 2<sup>nd</sup> Meeting of the Pacific Islands Joint Pavilion was held, but PIFS did not attend since the issue of funding was not on its agenda.

30. The Council noted that the theme of Expo 2005, focusing on ways in which both scientific achievements and traditional and cultural knowledge can be used to create a "civilization that harmoniously co-exists with nature" was in sympathy with the values reflected in the vision and priorities agreed by Forum in April 2004.

31. Council concluded that this suggests that a decision on CROP participation should be based on whether the Expo can be used to promote relationships between humans and nature and Pacific cultures. SPTO noted that it had relevant work in progress, while SPC reported that it was considering the Expo theme in relation to its work on culture. SPREP noted the importance of clean or green technology that might be on display at the Aichi Expo.

32. The Council agreed that, if the PIFS coordinates the participation of the Pacific Islands at the Aichi Expo, then:

- (a) efforts should be made to involve the CROP through the Sustainable Development Working Group, in close collaboration with the Pacific Plan Working Group; and
- (b) to support and/or participate in a side event at Mauritius 2005 covering, *inter alia*, CROP and regional collaboration of PICTs, which in turn could provide a component of the display for Aichi 2005 Expo.

### **Agenda Item 10 : Outcomes of the Pacific Islands Regional Ocean Forum**

33. In reviewing paper PIFS(04)CROP.11, the Council commended the Marine Sector Working Group on its success in convening the Pacific Islands Regional Ocean Forum (PIROF). Council noted the PIROF Communiqué and the draft PIROF-Integrated Strategic Action (ISA) framework.

34. The Council recognised that the ISA Framework covers existing ocean-related work by all CROP as well as by regional NGOs, international organisations, describes several areas which are not currently addressed, and acknowledged that:

- the PIROP process requires an active coordinating framework in order for it to progress;
- CROP organisations need to ensure that their ocean-related goals and activities reflect the principles of the policy;
- in order to make the PIROF-ISA more effective some innovative actions might be proposed for implementing the policy; and
- a key step required is provision of assistance to PICTs to enable development of their respective national ocean policies.

## FORUM EYES ONLY

35. The Council, noting the process for developing the draft PIROF-ISA as identified in the PIROF Communiqué and the need to encourage national consultations, agreed:

- (a) to recognise the six strategic priorities in the draft PIROF-ISA;
- (b) to report to the Forum on the progress of implementing the Pacific Islands Regional Ocean Policy and the development of the Pacific Islands Regional Ocean Forum – Integrated Strategic Action framework;
- (c) to note the inclusion of these for consideration in the Pacific Plan;
- (d) to note that the regional action plan provides a framework for assisting with developing similar national plans and to report to their respective governing bodies on the same;
- (e) that implementation of the Pacific Islands Regional Ocean Policy and the Integrated Strategic Action framework be a standing agenda item in relevant CROP governing council annual meetings.

### **Agenda Item 11 : MDGs - Pacific Regional Reporting**

36. Council noted that Forum island countries who are also members of the United Nations had, through the Millennium Declaration, committed to the MDGs and associated reporting processes. They acknowledged, as reported in paper PIFS(04)CROP.12, that a national MDG report at this time would be useful in providing a situation analysis relative to MDGs and would assist in the setting of national strategies to achieve development targets. The tailoring of the globally agreed targets and indicators into country specific targets in line with national development priorities and plans was acknowledged as a priority by the Council.

37. It was acknowledged by the Council that to ensure that all Forum island countries are included in the 2005 United Nations report, a Pacific regional report was necessary at this time. This was being compiled by the UN system and CROP organisations, through the CROP/UN MDGs Working Group, and would draw on national reporting and include assessments for countries unlikely to produce national reports. The Council agreed that it was desirable that eventually all Forum island countries have the capacity to report nationally.

38. The Council, noting the technical and monetary assistance available to Pacific island countries for mainstreaming MDGs into national development plans and strategies, agreed to:

- (a) assist, as appropriate, their Pacific island members in the development and use of Pacific tailored MDGs as a tool for monitoring and evaluating implementation of development objectives;
- (b) incorporate the MDGs as appropriate into organisation annual work programmes and corporate plans;
- (c) support the development of the regional report on MDGs, to be ready for the Office of the UN Secretary General by end of November 2004.

## FORUM EYES ONLY

- (d) use the development of the Pacific Plan to further tailor any future regional reporting on the MDGs.

### **Agenda Item 12: CROP Response to Members in Crisis**

39. Acknowledging that from time to time Pacific island countries are struck by extreme natural disasters or experience financial or civil crisis, the Council discussed their experiences to date in providing assistance to such countries.

40. Council concurred that a coordinated approach in responding to Pacific islands countries in crisis, such as the recent initiative to provide assistance to Niue after Cyclone Heta, would be beneficial to the stricken country through harmonisation in the delivery of assistance and to alleviate management burdens on the recipient country. However Council acknowledged that this need not be a formally structured arrangement, but rather would require a willingness of all parties to be prepared to consult.

41. The PIFS noted that in respect of crisis management of extreme events critical elements for supporting member countries were prevention, mitigation and responsiveness, and that this would be an early focus for a restructured Secretariat. The USP advised that its ICT infrastructure was available to countries, for communication purposes, in case of emergency. SPREP reminded CROP of the need to upgrade Pacific islands ability for early warning of impending natural disasters and having in place systematic damage prevention measures.

42. The Council resolved to better coordinate their assistance to member countries in their immediate response activities to extreme natural and human-induced events. Further, that an early task of the new PIFS sustainable development unit would be the improved responsiveness of the CROP to such extreme circumstances and acknowledgement of SOPAC's role and responsibilities for disaster risk management, which includes preparedness and mitigation aspects of such events.

### **Agenda Item 13 : Consultative Report on the Future Development of the USP**

43. The Council heard and discussed with interest the presentation by the USP on the *Consultative Report on the Future Development of the USP*, and noted that the USP would welcome further comment when CROP, and other stakeholders, had had an opportunity to review the report.

### **Agenda Item 14 : WSSD Type II Initiatives**

44. The Council received an update on the development of the WSSD 14 Pacific Umbrella Type II Partnership Initiatives through paper PIFS(04)CROP.15. It commended the work of SPREP, SOPAC and the PIF on these and welcomed the success of the New York PIF missions in using these to gain support for the review of BPoA+10, the completion of the work by SOPAC on the Environmental Vulnerability Index and the Pacific Islands Regional Ocean Forum.

## FORUM EYES ONLY

45. Noting that to date the development of the fourteen Pacific Umbrella Partnership Initiatives varied from "very significant" to "very little", the Council welcomed preparation of a report covering lessons learnt and best practices, with guidelines to improve implementation. CROP executive also welcomed the initiative to develop a Pacific SIDSnet website through SPREP, which will provide the portal for access to information on the Pacific Partnership Initiatives.

46. The Council, recognising the Leaders' endorsement at the World Summit on Sustainable Development in Johannesburg :of the 14 Pacific Partnership Initiatives:

- (a) noted the status of development of the Pacific Umbrella Partnership Initiatives;
- (b) recognised the real value of the Partnership Initiatives for energy, water, vulnerability to disasters, ocean and conservation in providing new innovative programming platforms to secure new resources, and noted the importance of all the Partnership Initiatives and the opportunities they provide for improved coordination amongst CROP and other regional and international partners;
- (c) committed to using these Partnership Initiatives as tools for improving coordination amongst partners in the region;
- (d) committed to advocating, facilitating, managing and reporting on the Type II Partnership Initiatives that each organisation is facilitator for;
- (e) agreed to report on the development of the Type II Partnership Initiatives that they are facilitating at their respective governing body meetings; and
- (f) agreed that the SDWG continue to promote the Type II Partnership Initiatives as a basis to leverage resources for the region when attending partnership fairs associated with the CSD and other international fora.

### **Agenda Item 15 : Issues for Forum**

47. The Council requested that the following be brought directly to the attention of Leaders at the August 2004 Forum:

- (a) the Pacific Islands Regional Ocean Forum - Integrated Strategy Action framework,
- (b) the draft Pacific Regional Strategy on HIV/AIDS,
- (c) issues pertaining to the preparations for Mauritius 2005 and 2<sup>nd</sup> World Conference on Disaster Risk Reduction, and
- (d) the CROP Charter.

### **Agenda Item 16 : Other Business**

48. In response to a request by Council the Secretary General provided a brief on the arrangements for the August 2004 Forum meeting and on the substantive issues expected to be put before Leaders.

**FORUM EYES ONLY**

**Agenda Item 17 : Next Meeting**

49. Noting prior deliberations in respect of both remuneration issues and the CROP Charter, the Council confirmed that CROP would meet each year in late June or early July, continuing with the two-day format. The Council accepted with thanks the offer of SOPAC and FSchM to host its' 2005 meeting.

**Closing**

50. The Director General of the SPC thanked the Council for the open sharing of views over the two days.

51. The Chair, in closing, thanked the Council members for their contributions to the discussion on the Pacific Plan taskforce terms of reference and on the CROP Charter, and for their efficient work, allowing him to move quickly through the agenda. On behalf of the Council the Chair thanked the USP for the excellent arrangements made for the meeting.

Pacific Islands Forum Secretariat, Suva  
17 July 2004



**FORUM EYES ONLY**

**Annex 1**



**PACIFIC ISLANDS FORUM SECRETARIAT**

**COUNCIL OF REGIONAL ORGANISATIONS IN THE PACIFIC  
SIXTEENTH MEETING  
Port Vila, Vanuatu  
2 - 3 July 2004**

**LIST OF PARTICIPANTS**

**FIJI SCHOOL OF MEDICINE**

Dr Wame Baravilala  
Dean

**FORUM FISHERIES AGENCY**

Mr Feleti Teo  
Director  
  
Mr Bruce Chapman  
Interim Deputy Director

**SECRETARIAT OF THE PACIFIC COMMUNITY**

Ms Lourdes Pangelinan  
Director-General  
  
Dr Jimmie Rodgers  
Senior Deputy Director General

**SOUTH PACIFIC APPLIED GEOSCIENCE COMMISSION**

Ms Cristelle Pratt  
Director  
  
Dr Russell Howorth  
Deputy Director

**SOUTH PACIFIC BOARD FOR EDUCATION ASSESSMENT**

Dr Visesio Pongi  
Director  
  
Ms Atishma L Kumar  
Corporate Manager

**FORUM EYES ONLY**

**SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME**

Mr Asterio Takesy  
Director

Ms Coral Pasisi  
Sustainable Development Officer

**SOUTH PACIFIC TOURISM ORGANISATION**

Mr Lisiate 'Akolo  
Chief Executive

**UNIVERSITY OF THE SOUTH PACIFIC**

Professor Rajesh Chandra  
Acting Vice-Chancellor

Professor John Lynch  
Pro Vice-Chancellor (Emalus Campus)

Mr Ala Ngwele  
Secretary, Emalus Campus

**PACIFIC ISLANDS FORUM SECRETARIAT**

Mr Greg Urwin  
Secretary General

Mr Iosefa Maiava  
Deputy Secretary General

Dr Jimmie Rodgers  
Senior Deputy Director General, SPC, and  
Executive Adviser, PIFS

Mr C J (Stan) Vandersyp  
Director, Development and Economic Policy Division

**OBSERVERS**

**ESCAP Pacific Operations Centre (EPOC)**

Mr Nikenike Vurobaravu  
Head

**Pacific Aviation Safety Office (PASO)**

Mr John (Hondo) Gratton  
Interim General Manager

PIFS, Port Vila  
3 July 2004

**FORUM EYES ONLY**

**Annex 2**



**PACIFIC ISLANDS FORUM SECRETARIAT**

PIFS(04)CROP.01 (revised)

**COUNCIL OF REGIONAL ORGANISATIONS IN THE PACIFIC  
SIXTEENTH MEETING**

Port Vila, Vanuatu  
2 – 3 July 2004

**AGENDA**

**Day 1 : Friday 2 July 2004**

**INFORMAL SESSIONS**

**9:00 AM – 12:30 PM: FORUM REVIEW OUTCOMES AND IMPLEMENTATION**  
Presentation and discussion of the Leaders' decisions in respect of the Forum Review, with an emphasis on the implications for CROP.

- Pacific Plan
- CROP Charter
- PIFS Corporate Plan

**12:30 PM – 2:00 PM : LUNCH**

**2.00 PM – 3.30 PM: REVIEW OF WORKING GROUP ACTIVITIES**  
Discussion based on reports by the CROP Working Groups and their responses to the CROP Executives request in 2003 that they advise on the extent that their terms of reference have been fulfilled and their future relevancy.  
**Paper:** Working Group Activities and Policy Issues PIFS(04)CROP.03

**4:00 PM – 4.30 PM: UNESCAP – POC PROGRESS REPORT**  
Presentation and discussion on implementation of the review of UN-EPOC.

**4.30 PM – 5:00 PM: PACIFIC AVIATION SAFETY OFFICE (PASO)**  
Presentation and discussion on inception of the PASO Office.

**Day 2 : Saturday 3 July 2004**

**FORMAL SESSIONS**

**8:30 AM: OPENING**

Opening and Welcome

1. Adoption of Agenda and Working Procedures PIFS(04)CROP.01

**FORUM EYES ONLY****9.00 AM MATTERS ARISING**

- |   |                 |
|---|-----------------|
|   | PIFS(04)CROP.02 |
| 2. Review of 2003 Decisions of CROP Executive Discussion based on an implementation matrix.               | PIFS(04)CROP.04 |
| 3. Matters arising from Day 1 Informal Sessions Formalisations of decisions from discussion on day 1.     |                 |
| 4. CROP Gender Strategy Report Presentation on progress in implementing the Strategy.                     | PIFS(04)CROP.05 |
| 5. Pacific Regional Sustainable Development Strategy Review of current status and impact of Forum Review. | PIFS(04)CROP.06 |

**11.00 AM POLICY ISSUES**

- |   |                 |
|---|-----------------|
| 6. Review of Harmonisation of Remuneration Discussion on progress report and policy issues arising.   | PIFS(04)CROP.07 |
| 7. EU – ACP Regional Indicative Programme Presentation and discussion on progress on the 7 <sup>th</sup> , 8 <sup>th</sup> and 9 <sup>th</sup> EDFs and processes for 9 <sup>th</sup> EDF midterm review. | PIFS(04)CROP.08 |
| 8. Preparations for Mauritius 2005 Progress report and discussion on issues arising.  | PIFS(04)CROP.09 |
| 9. Regional Participation at Aichi EXPO 2005 Progress report and discussion on issues arising.  | PIFS(04)CROP.10 |
| 10. Outcomes of the Pacific Islands Regional Oceans Forum Progress report and discussion on paper for Forum.  | PIFS(04)CROP.11 |
| 11. MDGs – Pacific Region Reporting Progress report and discussion on paper for FEMM.   | PIFS(04)CROP.12 |
| 12. CROP Response to Members in National Crisis   | PIFS(04)CROP.13 |
| 13. Consultative Report on the Future Development of the USP  | [USP]           |
| 14. WSSD Type2 Initiatives  | PIFS(04)CROP.15 |

**1.00 PM – 2.00 PM LUNCH****4.00 PM CLOSURE**

- |  |                 |
|--|-----------------|
| 15. Issues for Forum - Discussion on issues for the specific attention of Leaders. |                 |
| 16. Other Business   |                 |
| 17. Next Meeting   | PIFS(04)CROP.14 |



## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia  
13-16 September 2004

### Information Paper

## Agenda Item 13.2: BPoA+10 Progress Report

### **Purpose**

1. To report on progress after the World Summit on Sustainable Development (WSSD) in 2002 leading to the 10 year review of the Barbados Programme of Action for Small Island Developing States (BPoA+10).

### **Background**

2. This report covers the following:
  - i. Broad overview of development of 14 Pacific Umbrella Type II Partnership/Initiatives;
  - ii. National Assessment Reports for BPoA+10 linked with National Sustainable Development Strategies by 2005,
  - iii. Regional Assessment and Draft Pacific Position for BPoA+10;
  - iv. the development of the "Pacific Plan" called for by Forum Leaders and relation to the Regional Sustainable Development Strategy/Framework, and
  - v. Status of the AOSIS Strategy for BPoA+10 to date.
3. The Forum Leaders in 2003 called on CROP to assist Pacific island countries (PICs) prepare for the BPoA+10. In response, CROP has continued to assist national stakeholders, as well as their regional and international colleagues in their preparations for the BPoA+10 through collaborative efforts with the CROP Sustainable Development Working Group (SDWG). The SPREP Secretariat provides the day-to-day technical and advisory inputs for the SDWG guided by the 'BPoA+10 Project Proposal'.

### **Development of the Pacific Type II Umbrella Partnership/Initiatives**

4. At the WSSD, the Heads of Governments from the Pacific launched a portfolio of 14 Type II umbrella partnership/initiatives as a platform for implementation of WSSD outcomes in the region. These umbrella initiatives were put together on the basis of the Pacific Regional Submission to the WSSD, various PIC consultations and needs reflected in National Assessments in the lead up to Johannesburg. The intent of the Pacific partnership initiatives was to add value to efforts to implement the objectives and targets of the Johannesburg Plan of Implementation, basically by doing three things: leveraging additional resources; attracting additional partners; to make efforts more visible to all stakeholders; improving coordination; to facilitate direct flows of financial assistance to countries and communities, and maximizing the benefits of combined efforts.

5. The current list of 14 initiatives comprises:

- Capacity Building and distance education
- Land Resources
- Tourism
- Vulnerability and Disaster Management
- Information Communication Technology
- Mainstreaming Conservation
- Planning for community development
- Energy
- Adaptation
- Governance
- Health
- Water
- Oceans
- Waste Management

6. The process for refining these initiatives and linking with national needs and priorities, as they are reflected, will be a continuous one as efforts crystallize at the national and regional level. Each initiative will follow its own path and explore the best options for management, coordination and monitoring. Those initiatives assisted by gestation of development prior to the WSSD, or through key international events have progressed more than the others. A separate report has been made to members on the status of the five initiatives facilitated by SPREP.

7. A matrix describing the status of the Umbrella Type II Initiatives can be accessed on [www.pacific-sidsnet.org](http://www.pacific-sidsnet.org). It nominates the facilitators, coordinating committee or similar mechanism, the network of interested partners and an outline of activities and achievements. Facilitators for each of the Type II's agreed at the Pacific regional consultation in March 2003 ('Nadi Meeting'; NZAID funded) that they would develop roadmaps for each of the initiatives to portray their long-term development. These too are available on the website.

8. A significant amount of work is still needed on guiding the development of the initiatives to ensure they are effectively used by national and regional stakeholders and given mutual respect by the donor community. The intent should be to ensure that they provide better ways to deliver assistance direct to the national level.

9. The March 2003, consultation highlighted the possibilities that these forms of partnership could provide for improvement in coordination amongst the many interested partners in the region. With the many similar interests that organizations, institutes and donors currently operating in the region, these partnership initiatives set out a course for reducing duplication of efforts, and promote combining resources, sharing and building on experiences and ultimately providing a more efficient and effective way to service the needs of Pacific SIDS and returns on partner investment.

10. Whilst the Nadi meeting provided the opportunity to engage stakeholders at the national and regional level, there remained the need to harness some of the opportunities for these partnerships at the international level. During the Commission for Sustainable Development (CSD)11 session, April 2003, Pacific Island Forum (PIF) missions in New York addressed this international link, by developing a "**Road Map**" for their commitment to promoting the Pacific Type II's to non-traditional donors in an attempt to harness new resources and bring new partners to the table to assist sustainable development in the Pacific region. In this regard PIF missions successfully assisted in leveraging funds in 2003, for: (i) regional support for the review of BPoA+10. (ii) the

completion of the environment vulnerability index (EVI) work by January 2004 in time for the BPoA+10 (Disasters and Vulnerability Initiative), and (iii) the Pacific Regional Ocean Forum planned for the first quarter of 2004 (Ocean Initiative).

11. The two years that will have lapsed between the WSSD and the BPoA+10 in Mauritius January 2005, provide a fair timeframe to look at the lessons learned in developing these umbrella initiatives, and to provide for some best practices upon which to improve the development, management, coordination, implementation and monitoring of partnerships in the region.

12. During the CSD 12 and the SIDS PrepCom, in April 2004, some Pacific delegates, Type II facilitators and CROP advisors made presentation on the development of the Pacific umbrella Initiatives. They presented specifically on some Type II's relevant to the themes of the CSD session, namely the Water, Capacity Building, Energy, Tourism and Vulnerability initiatives. The general Type II's presentation provided an opportunity to highlight some of the **best practices** of these initiatives that will be compiled for the International Meeting in Mauritius.

13. The recent CROP Heads meeting in July 2004, saw a strong commitment from all CROP Heads to further developing these initiatives and reporting on them at their governing councils, to promote accountability and coordination of all partners involved in the region. For comprehensive updates of individual initiatives please contact the facilitators for each initiative as listed in Attachment 1.

14. The continued overall monitoring of the Pacific Type II's is currently being modified to be incorporated into the new **Pacific SIDSnet website** which is being housed at SPREP.

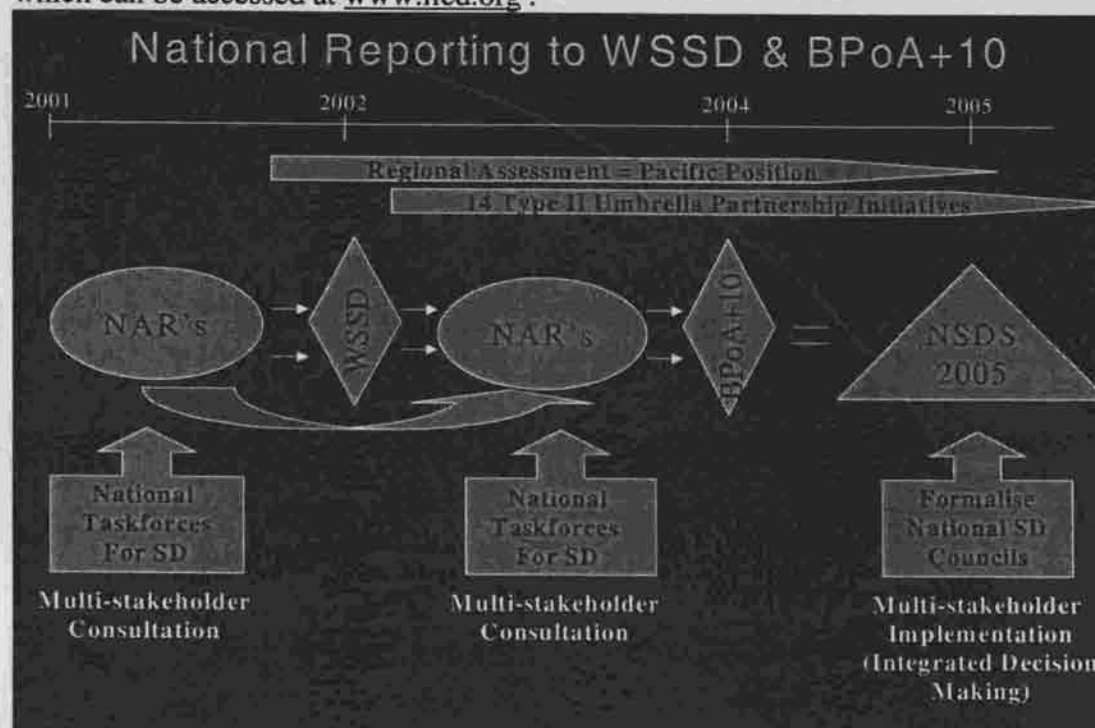
#### **National Assessment Reports linked with National Sustainable Development Strategies (NSDS)**

15. SPREP has received 8 Pacific SIDS National Assessment Reports (NAR's) for BPoA+10 to date<sup>1</sup>, most of which are still in draft form. Many NAR's developed for the WSSD were developed with the intention to be used for input into the BPoA+10 as well. Given the postponement of the BPoA+10 International Meeting to January 2005, PICT's now have the opportunity to extend the deadline for completion of NAR's.

16. Many PIC's, in their NAR's, have noted the importance of an enabling environment that provides a framework for collaboration and communication amongst key stakeholders involved in sustainable development and the need for better integrated decision making. As a result the opportunity to use these NAR's as the basis for developing NSDS by 2005 (JPOI target) is being advocated at all levels. A fundamental outcome of establishing NSDS's should be the institutionalizing of a coordination committee/commission from taskforces set up to develop NAR's, (Illustrated in slide 1 below). At the Nadi Meeting 2003, participants noted the opportunity of melding the required NSDSs with national planning processes. This was taken up by the Forum Economic Ministers Meeting (FEMM) and SPREP meetings in 2003. The FEMM meeting held from 9-10 June 2004 discussed such options for policy development through

<sup>1</sup> Fiji, Samoa, Tuvalu, PNG, Cook Islands, FSM, RMI, Tonga.

presentation of possible templates for sustainable development strategies. Furthermore there are templates and guidelines that have been developed by IIED, OECD and UNDP which can be accessed at [www.iied.org](http://www.iied.org).



Slide 1: NAR's through WSSD and BPoA+10 towards the development of NSDS by 2005.

17. There are other activities currently underway that could assist with this process or at least contribute to it significantly, and should be encouraged to act in collaboration, such as the development of the National Capacity Self Assessments (NCSA), a Global Environment Facility GEF requirement for all future capacity building funding.

18. To date a number of PIC's<sup>2</sup> have instigated the development of their NSDS or the like, and CROP advisors are assisting with this process where requested. Expertise from environment, social and economic sectors are being used to develop these NSDS to foster the linkages across sectors, with both policy and process. This should foster an integrated decision making framework that is holistic and encompassing of all factors that influence sustainable development.

### Regional Assessment and Draft Pacific Position

19. The **Draft Regional Assessment**<sup>3</sup> has been developed on the basis of the Pacific NAR's produced for the WSSD and those prepared for the BPoA+10 as well as other relevant regional reports and documents. It is still in draft format to be finalized by December 2004 in time for production to be presented at the International Meeting in Mauritius.

<sup>2</sup> Cook Islands, FSM, Niue, Tuvalu, Solomon Islands.

<sup>3</sup> A copy of the Draft Regional Assessment and Pacific Position can be found on the [www.sprep.org.ws](http://www.sprep.org.ws) website.



20. The Regional Assessment follows the agreed template as finalized during the Pacific Regional Preparatory Meeting of 4 – 8 August, 2003 in Apia, with one extra chapter. The additional Chapter 7 titled “Furthering Implementation of BPoA and New and Emerging Concerns (Draft Pacific Position)” comprises what has become known as the **Draft Pacific Position** (Provided Separately). This chapter presents the main barriers to implementation as highlighted throughout the assessment, and aims to give a comprehensive view of priority areas that need addressing in order to move the sustainable development agenda of the region, forward. Chapter 7 was distilled from the Regional assessment, has been edited by a drafting meeting of 7 PICs on 9<sup>th</sup> Dec 2003 and was endorsed as the basis for Pacific negotiations in the BPoA+10 at a meeting of all Pacific Island delegates of the Bahamas at the High level SIDS Inter-regional meeting of January 2004.

21. The “Draft Pacific Position” offers a strategic approach to improving the implementation of sustainable development in the region. It is envisaged that the Regional Assessment and Draft Pacific Position will contribute significantly to the development of the **Pacific Plan** and the **Regional Sustainable Development Strategy/Framework (RSDS)**.

#### Leaders have initiated the development of a “Pacific Plan”

22. Pacific Leaders during their Annual Leaders Meeting in August 2003 in Auckland, tasked an Eminent Persons Group (EPG) with a review of the Forum to maximize on collaboration amongst PICs in the Region.

23. At the Informal Forum Retreat in Auckland on 6 April 2004, Leaders issued a Declaration and a set of decisions based on the recommendations of the EGP. The Leaders’ endorsed the EPG’s recommendation to develop a **Pacific Plan**. Specifically the Leaders’ “*endorsed and lead the development of the Pacific Plan, intended to create stronger and deeper links between the countries of the region. The Plan should:*

- *Assess options and provide a strategy for deeper and broader regional cooperation, taking into account the broader international environment and agreements in which Forum members participate;*
- *Identify the sectors and issues in which the region can gain the most from sharing resources of governance and aligning policies; Provide clear recommendations to Leaders on the sequence and priorities for intensified regional cooperation;*
- *Be used as a springboard for stimulating debate on how to shape the region’s longer term future;*
- *Be carried out by a Task Force of people from within the region, managed by the Secretary General;*
- *Be overseen in the first instance by a core group of Leaders’ (comprising the immediate past, current and incoming chairs and a representative of the Smaller Island States), this composition to be reviewed after each Forum;*
- *Be started as soon as possible. The Forum Secretariat to complete an assessment of existing mechanisms and processes for regional cooperation in time for the 2004 Apia Forum, along with draft terms of*

*reference and recommendations from the Secretary General for membership of the Task Force<sup>4</sup>.*

24. The Forum Secretariat's initial assessment of existing mechanisms and processes for regional cooperation, notes that other important assessments such as the Pacific input to the WSSD and the BPoA+10 should be important input to the development of the Pacific Plan. The development of the Pacific Plan will largely influence the intended development of an RSDS. The need for such a regional strategy or framework was recognized in the early preparations for the WSSD. Its development has since been delayed to include Pacific input to the BPoA+10, and will be reviewed in light of the development of the **Pacific Plan**.

**The AOSIS Strategy for BPoA+10**

25. The Pacific Position has largely been incorporated into the "Association of Small Island States (AOSIS) Strategy for the Further Implementation of the BPoA", which is the proposed and negotiated, small island states (SIDS) wide, text for the BPoA+10.

26. The "AOSIS Strategy" was drafted during the Bahamas Inter-regional SIDS preparatory meeting for BPoA+10, January 26 – 30<sup>th</sup> 2004. It then went through one round of readings at the PrepCom for the BPoA+10 in New York 14 – 16<sup>th</sup> April before the CSD12. In an attempt to remove further bracketed text in the AOSIS Strategy, "informal informals" (negotiations with UN members) were held from the 18 – 20<sup>th</sup> in May in New York. Following this round of negotiations there still remains a significant amount of text to be cleared and another set of "informal informal negotiations" have been agreed to for October 7, 8 and 11<sup>th</sup> in an attempt to have a, near agreed to, document by the time of the International Meeting in January 2005. The latest copy of the AOSIS Strategy is available from the Secretariat.

**Recommendations:**

The meeting is encouraged to:

- **Complete** national assessment reports for BPoA+10, by November 2004,
- **Call on** CROP assistance, if desired, when developing national sustainable development strategies, or the like, by 2005 (JPOI Target),
- **Participate** at the highest level in the International Meeting in Mauritius, and
- **Comment** on the relationship and links between national sustainable development policy, the SPREP Action Plan, the Pacific Plan and the AOSIS Strategy for BPoA+10, as key national, regional and international policy documents that aim to improve sustainable development in the region.

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<sup>4</sup> Already completed through the Secretary General's report to the Apia Forum.

**Attachment 1: Pacific Type II Partnership/Initiative Facilitators**

**Facilitators 14 Pacific Umbrella Initiatives**

	<b>Initiative</b>	<b>Facilitator (or representative presenting)</b>	<b>E mail</b>
1	<b>Capacity Building</b>	<b>Kanayathu Koshy (USP) Frank Wickham (SPREP)</b>	<a href="mailto:Koshy.k@usp.ac.fj">Koshy.k@usp.ac.fj</a> <a href="mailto:frankw@sprep.org.ws">frankw@sprep.org.ws</a>
2	<b>Energy</b>	<b>Paul Fairbairn (SOPAC)</b>	<a href="mailto:Paul@sopac.org">Paul@sopac.org</a>
3	<b>Land Resources</b>	<b>Odile Rolland (SPC)</b>	<a href="mailto:odiler@spc.int">odiler@spc.int</a>
4	<b>Adaptation</b>	<b>Andrea Volentras (SPREP)</b>	<a href="mailto:andreav@sprep.org.ws">andreav@sprep.org.ws</a>
5	<b>Tourism</b>	<b>Viane Amato-Ali (SPTO)</b>	<a href="mailto:vianea@spto.org">vianea@spto.org</a>
6	<b>Governance</b>	<b>Professor Ron Duncan</b>	<a href="mailto:Duncan_r@usp.ac.fj">Duncan_r@usp.ac.fj</a>
7	<b>Vulnerability and Disaster Management</b>	<b>Russell Howorth</b>	<a href="mailto:russell@sopac.org.fj">russell@sopac.org.fj</a>
8	<b>Health</b>	<b>Jimmie Rodgers (SPC)</b>	<a href="mailto:JimmieR@spc.int">JimmieR@spc.int</a>
9	<b>ICT</b>	<b>John Low (FORSEC)</b>	<a href="mailto:JohnL@forsec.org.fj">JohnL@forsec.org.fj</a>
10	<b>Water</b>	<b>Rhonda Bower (SOPAC)</b>	<a href="mailto:rhonda@sopac.org.fj">rhonda@sopac.org.fj</a>
11	<b>Conservation</b>	<b>Kate Brown (SPREP)</b>	<a href="mailto:kateb@sprep.org.ws">kateb@sprep.org.ws</a>
12	<b>Ocean</b>	<b>John Low &amp; Cristelle Pratt</b>	<a href="mailto:johnl@forumsec.org.fj">johnl@forumsec.org.fj</a> <a href="mailto:cristelle@sopac.org.fj">cristelle@sopac.org.fj</a>
13	<b>Planning and Community Development</b>	<b>Matt McIntyre (SPREP)</b>	<a href="mailto:mattm@sprep.org.ws">mattm@sprep.org.ws</a>
14	<b>Waste</b>	<b>Frank Griffin</b>	<a href="mailto:Frankg@sprep.org.ws">Frankg@sprep.org.ws</a>



## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia  
13-16 September 2004

### Information Paper

### Agenda Item 13.3: Update on 5 Pacific WSSD Type II Partnership Initiatives facilitated by SPREP

#### **Purpose of Paper**

1. To provide the Meeting with an update on the status and progress of the five Pacific WSSD Type II partnership initiatives, facilitated by the Secretariat.

#### **Background**

2. 14 Type II partnerships initiatives were released by Pacific Leaders and Officials at the World Summit for Sustainable Development, Johannesburg, 2002.
3. SPREP is facilitating five (5) of these Type II's and as such is providing summaries on the nature, status and progression of these partnership/initiatives in this information paper.
4. **Pacific Umbrella Type II: Waste Management:** There are a number of ongoing activities and partnerships to assist in addressing waste management and pollution concerns in the region. These include efforts in: the collection and removal of persistent organic pollutants and some hazardous waste; awareness campaigns on waste minimization; assessment and proposed control of trans-boundary marine pollution; response measures for oil spills; databases on WWII ship wrecks; the trans-shipment of hazardous materials in the region (Waigani and Basel Conventions); and the development of a Regional Waste Management Strategy, (RWMS) and Type II umbrella partnership for Waste Management in the Pacific.
5. The Pacific RWMS will in the first instance will focus on three specific priority areas: Key institutional aspects, including policy and legislation development coupled with planning, information exchange, and public education and awareness; Improvement and upgrading of existing waste disposal systems for solid, hazardous and shipping-related marine waste; development and/or enhancement of waste minimization activities such as recycling, so as to reduce the quantities of wastes being produced.

6. To support this, SPREP is developing a "Regional Waste Management Programme" to assist PICT's implement the RWMS. This programme will be managed by SPREP in collaboration with various regional and international partners, and facilitated through the Type II umbrella partnership on waste management. Shared technical expertise, exchange of information, promotion of best practices, securing resources and organizing regional consultations and meetings, will be facilitated through this partnership.

7. **The Pacific Type II Umbrella Initiative on Mainstreaming Conservation and Traditional Knowledge:** is focussed on collaborative efforts to implement activities consistent with the regional Action Strategy for Nature Conservation, and is coordinated through the Roundtable for Nature Conservation. As such, it has had major impact on coordination and focus of conservation action in the Pacific, through its membership of donors, conservation agencies, NGO's and inter-national organisations. Efforts are now underway to monitor progress on both the outputs of this Type II and also the outcomes in terms of impact, based on a number of indicators that are being developed. This partnership is working well as it builds on an existing regional strategy and a pre-existing co-ordinating mechanism. At a recent partnership meeting in June 2004, significant new partnerships were developed, including new commitments for mobilisation of support for implementing the strategy by the World Council of Churches (Pacific), UNESCO - World Heritage, FSPI and others.

8. **Pacific Type II Umbrella Initiative on Planning for Sustainable Community Lifestyles:** respects the notion that 80% of coastal and land degradation stems from development and human activities (UNEP GPA)<sup>1</sup> at the local level, and that local communities remain the best stakeholders to address degradation. It also addresses the call for holistic implementation mechanisms for policy and best practice through integrated planning systems – a key ingredient to improving enabling environments for sustainable development (JPoI; 'Nadi High Level Meeting', March 2002; Pacific Position, 2004). In difference to their SIDS colleagues most PICs lack resource/land use planning systems, to tie in with their environment protection systems. They also face large voids in basic data and information sets upon which to institute sound integrated planning processes for sustainable development.

9. Under the banner of this Initiative the following activities have occurred: a case study in Vanuatu exploring the role of environmental planning approaches in mainstreaming the environment; a strategic environmental planning workshop, May 2003; input to ADB's Pacific Regional Environment Strategy (PRES); a submission to CSD 12 on Human Settlements and Sustainable Development in PICs; and a new network - Pacific Network of Planners (PNOP). New and additional partners include the UNESCAP, the International Institute of Environment and Development (IIED), the International Council for Local Environmental Initiatives (ICLEI); the Foundation for Development Cooperation (FDC); the International Association of Impact Assessments (IAIA) and UNEP, Bangkok. There have also been related and independent actions that

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<sup>1</sup> UNEP Global Programme of Action for the Protection of Marine Resources from Land Based Activities. (UNEP GPA), 1995

have been brought into the fold of the Initiative: draft strategy on Urban Development Management (December 2003 – UNHabitat, UNESCAP and PIFS) and the Asia-Pacific sustainable cities initiative.

10. **Pacific Type II Umbrella Initiative on Capacity Building:** Throughout the World Summit on Sustainable Development (WSSD), there have been references to the importance of capacity building. The region's aspirations for sustainable development can be achieved only if it has the adequate capacity at all levels. This often calls for clearly established capacity needs, capacity building frameworks, effective delivery mechanisms and people having increased access to capacity building opportunities, higher levels of education and targeted/ demand-led research. This umbrella initiative therefore aims to, support and/or establish:

- National capacity assessments and priorities
- National and regional capacity building frameworks.
- Inventories of training activities and resources in the region.
- Increased opportunities for Pacific islanders to have access to training and research opportunities.
- Strengthened capacity of and collaboration between regional centres of excellence
- Strengthened delivery mechanisms to support education for environmental management and sustainable development.

11. A number of partnership initiatives are being forged to support SPREP members with capacity assessments and capacity building initiatives. This includes the development of a regional support mechanism with a range of partners to provide support to countries in the implementation of their national capacity self assessments (NCSA – GEF). This support mechanism will also assist countries identify priority areas for capacity building in respect of multi-lateral environment agreements (MEAs). This umbrella Type II will also be developing initiatives to strengthen delivery mechanisms for existing education and training activities at the primary, secondary, tertiary and vocational levels and provide more opportunities for Pacific islanders to undertake research activities. SPREP and USP are jointly facilitating this partnership initiative.

12. To date partnerships have also been forged through the following programmes and projects:

- UNESCO's Education For All (EFA) commitment and follow-up activities to the Dakar World Education Forum (April 2000) through its vision of Education for Sustainable Development. This entails an integrated education approach to address inter-sectoral policies, strategies and programmes toward water, energy, health, agriculture and biodiversity (WEHAB) development.
- Links to ICSU's "Science and Technology for Sustainable Development" initiatives, and WSSD parallel sessions.

- Direct link to START/TWAS/IFS plans for capacity building for global change science.
- Link to the joint initiative of APN and Ministry of Environment, Japan, Type 2 on 'Scientific Capacity Building for Sustainable Development in Developing Countries'

13. **Adaptation:** This Type II initiative will focus on implementing activities consistent with the Pacific islands regional framework on Climate Change, Climate Variability and Sea Level Rise. This framework is coordinated through the Climate Roundtable which brings together countries, development partners, agencies, NGO's and regional organisations. SPREP will convene the next roundtable meeting in 2005 to finalise a new framework for 2005-2009. The priority focus area will be progressing adaptation initiatives and identifying activities and targets for partners to deliver against during the lifespan of the framework.

14. Roadmaps for the development and management of the Type II partnership initiatives are available from the Secretariat or at [www.pacific-sidsnet.org](http://www.pacific-sidsnet.org).

15. There is still a significant amount of work that needs to happen to further these Initiatives as platforms for improved collaboration amongst partners. Particular effort needs to focus on means for donor partners to utilize the Type II initiatives as coordination mechanisms to direct funds to the national level. In addition to this benefits at the National level must be clearly outlined to ensure PIC's are able harness these. This in part may be assisted by bilateral and multi-lateral donors, investing in the development of the partnerships as well as building awareness and establishing focal points at the national level for each initiative. Avenues for this to occur are being facilitated through the preparations for the BpoA+10 in particular the development of National Assessment Reports, and the development of National Sustainable Development Strategies by 2005 as agreed to in the JPoI.

### **Recommendation**

16. The Meeting is invited to:

- **consider** the status of Pacific WSSD Type II partnership initiatives facilitated by SPREP;
- **note** the need for CROP, Pacific island countries and territories, development partners and donors to use the Type II partnership initiatives to consolidate collaborative efforts for environmental protection and sustainable development in the region.



## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia

13-16 September 2004

### Information Paper 4

#### **Agenda Item 13.4: Pacific Islands Regional Ocean Forum and Draft Framework for Integrated Strategic Action**

##### **Purpose of Paper**

1. To report on the outcomes the Pacific Islands Regional Ocean Forum, 2-6 February 2004.

##### **Background**

2. In 1999 Forum Leaders endorsed recommendations emerging from a Forum Secretariat workshop convened in Tonga to consider further implementation of the provisions of the 1982 UN Convention on the Law of the Sea. One of the recommendations related to the development of a Pacific Islands Regional Ocean Policy (PIROP).
3. Working under the auspices of the CROP Marine Sector Working Group (MSWG), a Pacific Islands Regional Ocean Policy was subsequently drafted. The Thirty-Third Pacific Islands Forum held in Suva, Fiji Islands, from 15-17 August 2002, endorsed it.
4. The Pacific Islands Regional Ocean Forum (PIROF) was organized by the MSWG in response to instructions from the Pacific Islands Forum Leaders to elaborate mechanisms to support implementation of the Policy. The PIROF was held at the University of the South Pacific, Suva, Fiji, 2-6 February 2004. Its main objective was to use the Regional Ocean Policy to produce a Framework for Integrated Strategic Action (ISA) to support effective ocean governance in the Pacific Islands region.
5. The PIROF consisted of keynote addresses and parallel working group sessions under each of the five principles of the Pacific Regional Ocean Policy. It provided a venue for consultations between regional and national stakeholders, government and civil society. It also provided a platform for new regional partners to explore opportunities for assisting countries with the sustainable development and management of the region's oceanic and coastal resources.



6. PIROF produced a Communiqué (**Attachment 1**) that outlined the steps needed for the further development of the PIROF-ISA. This included opportunities for a broad range of national, regional and international stakeholders to provide comments on the draft ISA produce by the Forum. Subsequently, the MSWG consolidated comments received to refine the ISA. This was submitted to the Thirty Fourth Pacific Islands Forum at Apia, Samoa, 3-10 August, 2004. The outcome of discussions among the Forum Leaders at Apia will be reported to the SPREP Meeting at Tahiti.

### Issues

7. The Regional Ocean Policy and the ISA cover the existing ocean-related work areas of many national government agencies, every CROP agency, almost all NGOs active in the region, and many international organizations with interests in the Pacific Islands region. As such, several issues arise that would benefit from further consideration.

- The PIROP requires an active coordinating framework to support its effective implementation. The MSWG has fostered the process for five years. However, the current composition of the MSWG, which is dominated by CROP agencies, does not present the broad membership necessary to secure the input of all regional actors on ocean issues. Building on discussions during the PIROF there is a strong argument for the need for a broader-based "Secretariat" to take responsibility for monitoring implementation of the PIROF-ISA.
- Each CROP agency needs to assign PIROP implementation a high priority, and to:
  - (a) make sure that its ocean-related goals and activities reflect the principles of the policy; and
  - (b) make sure that any future regional and international agreements and partnerships conform to PIROP principles. One of the purposes of the PIROP was to provide a "checklist" of principles, agreed at the highest political level, against which all future ocean developments should be measured before they are implemented.

Reflecting this need the ISA promotes annual reporting on PIROP and PIROF-ISA issues to the governing councils of each CROP organization.

- In order to make the PIROF-ISA more than just a strategic plan consisting of negotiated motherhood statements and self-evident details supporting existing work-programmes, some more dramatic actions might be proposed that give the region some "teeth" in implementing the Policy. One suggestion is for a regional Ocean Ombudsman, whose office would investigate ocean-related developments affecting more than one nation, or of trans-boundary scope, reporting to Forum countries on the conformity of that development with PIROP principles.

- That the PIROF-ISA provides for the preparation of national ocean policies for countries in which that has not yet been done. Considerable support and coordination at both national and regional levels will be required to achieve this.

### **Recommendation**

8. The Meeting is invited to consider the following:
- **note** the process in developing the PIROF-ISA as identified in the PIROF Communiqué;
  - **note** the six strategic priorities in the ISA;
  - **note** the outcomes of the discussions of Forum Leaders in relation to the PIROF-ISA at Apia, Samoa, 3-10 August;
  - **note** the provision for the development and implementation of a national ocean policy where considered appropriate, and
  - **agree** that implementation of the Pacific Islands Regional Ocean Policy, and the ISA, be proposed as a standing agenda item in relevant CROP Governing Council Annual meetings.
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29 July, 2004

## **Pacific Islands Regional Ocean Forum Communiqué**

### ***THE PACIFIC ISLANDS REGIONAL OCEAN POLICY – FROM POLICY TO A FRAMEWORK FOR INTEGRATED STRATEGIC ACTION***

*Adopted by the participants of the Pacific Islands Regional Ocean Forum, including the Pacific member countries and territories, development partners, non-State actors, private sector and civil societies, and held at the University of the South Pacific, Suva, Fiji, 2 – 6 February, 2004.*

*Recognising* the importance of sustainable management of ocean resources and endorsing the vision of a “Healthy Ocean that Sustains the Livelihoods and Aspirations of the Pacific Islands Communities”;

*Recalling* that the Pacific Islands Forum Leaders endorsed the Pacific Islands Regional Ocean Policy in August 2002 and directed the Forum Secretariat, and other organisations under the banner of the Council of Regional Organisations of the Pacific (CROP), to begin the implementation process of this Policy by developing a Framework for Integrated Strategic Action (ISA);

*Reaffirming* our commitment to sustainable ocean development as expressed in the ocean and coast components of Agenda 21 agreed in Rio de Janeiro, Brazil, 1992; to the Global Action Plan for Small Island Developing States agreed in Barbados, 1994; and to the outcomes of the World Summit on Sustainable Development in the form of the Johannesburg Plan of Implementation;

*Noting that the Pacific Islands Regional Ocean Policy was presented by the Chair of the Pacific Islands Forum at the World Summit on Sustainable Development (WSSD) in Johannesburg in September 2002;*

*We the participants* met in Suva, Fiji Islands, 2 – 6 February 2004 to begin the implementation process of the Pacific Islands Regional Ocean Policy so as “to ensure the future sustainable use of our ocean resources by Pacific Island communities and partners”;

*Guided* by the 5 principles and strategic actions identified in the Pacific Islands Regional Ocean Policy: improving our understanding of the oceans; sustainably developing and managing the use of ocean resources; maintaining the health of the ocean; promoting the peaceful use of the ocean; and creating partnerships and promoting cooperation;

*We fully recognise* the dynamic nature of the ISA, and the need the continued development of partnerships with all relevant stakeholders at international, regional, national and community levels;

*We acknowledge* the on-going initiatives undertaken by national governments, and supported by regional organisations, international organisations, NGOs, and civil society groups, to work towards the sustainable management and conservation of our ocean resources in the region;

*We remain conscious* of the important role of communities and customary resource owners in the development and the application of local management arrangements for local resources; and the importance of considering all components of ecosystems in the further development of the ISA, and of paying particular attention to the impacts of land-based activities on these ecosystems;

*We recognise* that the implementation of the ISA must be pursued wherever possible through existing structures at all levels, and that these structures must seek to develop and enhance cooperative and integrated approaches to their work in this regard;

*We encourage* the international community and development partners to join us toward the achievement of actions identified in the Framework for Integrated Strategic Action. By achieving outcomes we will meet the needs of the region, but also our commitment to the United Nations Millennium Development Goals that are vital for sustainable ocean management: contributing to the reduction of poverty and thereby improving health and livelihood of all people, as reflected in the Ocean Policy Vision;

*We underline* the importance of the ten-year review of the Barbados Plan of Action, to take place in Mauritius from 30 August – 3 September 2004, and we believe that the experience gained through the ISA Process will significantly contribute to this International Meeting;

*We agree* on the process within which the ISA will be finalized. CROP should identify a Coordinator (Secretariat) to continue the process of developing the ISA, together with national focal points;

*We recommend* that the ISA be finalised through the following actions:

- End of February 2004 – draft ISA to be sent to all participants of this Forum for comments;
- End -March 2004 – feedback from participants to CROP Coordinator;
- Mid-April 2004 – draft ISA circulated by CROP Coordinator to their focal points and other partners;
- Mid-May 2004 – feedback from CROP focal points to CROP Coordinator;
- End May 2004 – draft ISA submitted to CROP Marine Sector Working Group and subsequently to CROP Heads;
- June 2004 – present to the 5<sup>th</sup> UN Informal Consultative Process on Oceans and Law of the Sea (UNICPOLOS) the progress achieved, and experience gained, through the PIROF Process;
- Early July 2004 – a final draft of the ISA to be circulated to Forum member countries six weeks before the Forum Officials Committee (FOC) meeting;
- Early July 2004 – a final draft of the ISA is to be circulated to non-Forum island members and partners including territories for consideration through their own appraisal and approval processes;
- Mid-August 2004 – present draft ISA to FOC for approval and subsequently to Forum Leaders for endorsement;

- End August – early September 2004 – table ISA as a Partnership Initiative at the International Meeting for the BPoA+10 review; and
- September – December 2004 – CROP to brief respective Governing Councils on status of the ISA.

*We recommend* that the implementation of the ISA be included as a standing agenda item in CROP Governing Council Annual meetings; and

*We express* our appreciation to CROP for the organisation and development of the Ocean Forum, and all partners and stakeholders who actively contributed towards the development of the ISA.

Dated: 6 February 2004



## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia  
13-16 September 2004

Information Paper - 5

### Agenda Item 13.5: International Waters Project

#### Purpose of Paper

1. This paper provides a Status Report for the International Waters Project (IWP) that is implementing the Strategic Action Programme (the SAP) for the International Waters of the Pacific Small Island Developing States.

#### Background

2. Fourteen SPREP Members are participating in this Project<sup>1</sup>. It is funded by the Global Environment Facility (GEF), implemented by the United Nations Development Programme (UNDP) and executed by the South Pacific Regional Environment Programme (SPREP). It commenced in February 2000.

3. The IWP has two components. The Oceanic Fisheries Management (OFM) component focuses on the management and conservation of tuna stocks in the western central Pacific. This component is executed by the Secretariat for the Pacific Community (SPC) and the Forum Fisheries Agency (FFA).

4. The Integrated Coastal Watershed Management (ICWM) component is implemented through SPREP. It supports pilot activities at both the community and national level to address the root cause(s) for environmental concerns relating to the protection of freshwater, securing sustainable coastal fisheries and/or managing community waste.

5. Project details, activities and reports are available at [www.sprep.org.ws/iwp](http://www.sprep.org.ws/iwp).

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<sup>1</sup> Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

## Status

### *OFM Component*

6. SPC and FFA report on project activities to fisheries officials at meetings convened by each organisation. During the last 12 months activities have continued to be dominated by the Preparatory Conference that is establishing new institutional arrangements for the management and conservation of migratory fish stocks in the central and western Pacific.
7. Support for the FFA-implemented elements of the project concluded in December 2003. Funds are available to support SPC's activities through until June 2005.
8. In the lead up to the conclusion of this initial GEF support for oceanic fisheries management in the Pacific Islands region, SPREP, FFA and SPC commenced planning a second phase for the OFM component in mid-2002. Following the successful submission of a Project Concept to the GEF CEO in June 2003, work to develop a second phase for the OFM component has progressed well under a US\$700,000 PDF-B grant.
9. Drawing on the recommendations of a terminal evaluation for the OFM Component, which was commissioned in early 2004<sup>2</sup>, the collaborating organisations will work throughout 2004 to develop a full project for submission to the GEF Council at their inter-sessional in January 2005. National consultations associated with the development of the phase II project commenced in May 2004. They were completed in August. Subsequently a regional consultation was convened to agree to priority elements of the phase II project. The provisional value of the full project is US\$8.5 million.

### *ICWM Component*

10. Highlights for the last 12 months include:
  - The selection of sites to host the community-based aspects of the project in all 14 participating countries;
  - With the recruitment of a National Coordinator for Yap in Federated States of Micronesia, the completion of a network of 14 IWP national coordinators covering all participating countries;
  - A fourth meeting of national coordinators and a third meeting of the Multipartite Review;

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<sup>2</sup> The Report has been circulated to participating country fisheries officials, it was discussed at the May 2004 Forum Fisheries Committee session in Kiribati, and is available from UNDP, SPC, FFA and/or SPREP ([www.sprep.org.ws/iwp](http://www.sprep.org.ws/iwp)).

- Selection to participate in a global Specially Managed Project Review (SMPR) commissioned by the GEF;
- Refinement of the IWP website as a central tool in the project's communication strategy;
- Completion of the design, and first delivery, of a comprehensive course in community-based resource economics (in association with the Australian National University, the UN Division of Ocean Affairs and the Law of the Sea and the University of the South Pacific);
- Sub-regional and national workshops focused on social marketing for resource management and conservation (in association with the Ministry of Environment, New Zealand and other SPREP projects);
- National workshops for participatory planning processes for community-based resource management and conservation projects (in association with Foundation of the People's of the South Pacific/Partnerships in Community Development (Fiji));
- Publication of a Social Marketing Kit for resource management and conservation practitioners in the Pacific Islands region;
- Publication of a Resource Kit for Facilitators in natural resource management (in collaboration with other SPREP projects);
- A broad range of activities in each of the 14 participating countries supporting stakeholder analysis and participation, root cause analysis, communications (public relations, awareness and community education), social, economic and environment baseline assessments, and the development and implementation of management or action plans to address the root cause for environmental concerns. Many of these activities have been undertaken as a partnership – such as in Yap where The Nature Conservancy has provided technical backstopping;
- Increased attention to reporting on achievements and impacts for both national and regional level Project activities;
- The commencement of work in several participating countries to value (in economic terms) environmental issues. For example, in Marshall Islands and Palau the Project is working with local stakeholders to assess economic issues associated with waste;
- Further refinement of the project logframe – and subsequent of a monitoring and evaluation plans (taking into account GEF IW Indicators) for regional and national components of the Project - as recommended in the 2003 Mid Term Evaluation (MTE);
- The convening of an expert consultation, at SOPAC headquarters in Suva, to consider national and regional policy, logistical and institutional issues associated with integrated coastal and watershed management;
- The completion of a preliminary review of strategic agreements, strategic plans and consultative fora in relation to the SAP (as recommended in the MTE); and
- A significant role in the February 2004 Pacific Islands Regional Ocean Forum, coordinated by the CROP Marine Sector Working Group at USP, Suva (a further recommendation from the MTE).



11. The ICWM Component is scheduled to conclude in December 2006.

**Recommendation**

12. The Meeting is invited to:

- **note** the status report; and
- **propose** where necessary, mechanisms to strengthen the effectiveness of the Project at the national and regional level.

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28 July, 2004



## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia

13-16 September 2004

### REVISED PROVISIONAL AGENDA

- Agenda Item 1: Official Opening**
- Agenda Item 2: Appointment of Chair and Vice-Chair**
- Agenda Item 3: Adoption of Agenda and Working Procedures**
- Agenda Item 4: Action Taken on Matters Arising from Fourteenth SPREP Meeting**
- Agenda Item 5: Performance Review/Overview of Developments in 2003**
- 5.1 Presentation of Annual Report for 2003 and Director's Overview of Progress since the Fourteenth SPREP Meeting
  - 5.2 Financial Reports
    - 5.2.1 *Report on Members' Contributions*
    - 5.2.2 *Audited Annual Accounts for 2003*
- Agenda Item 6: Action Plan Review and New Action Plan 2005 – 2009**
- Agenda Item 7: Programme Strategy**
- 7.1 SPREP Strategic Programmes
  - 7.2 Resourcing Strategy
- Agenda Item 8: Staff Remuneration - Triennial Review**
- 8.1 Triennial CROP Remuneration Review on Professional Staff
  - 8.2 Triennial Remuneration Review on Support Staff
- Agenda Item 9: Joint Task Force Report on SPREP Core Functions and Budget**
- Agenda Item 10: Regional Conventions**
- 10.1 Report of the Joint Conference of the Parties for the Noumea and Apia Conventions
  - 10.2 Report of the Conference of the Parties of the Waigani Convention

**Agenda Item 11: Work Programme and Budget**

- 11.1 Island Ecosystems Programme
  - 11.1.1 *Regional Support Mechanism for National Capacity Self Assessments*
- 11.2 Pacific Futures Programme
  - 11.2.1 *Pacific Islands Environment Outlook 2004*
  - 11.2.2 *Climate Change, Climate Variability and Sea Level Rise*
- 11.3 Proposed Work Programme and Budget for 2005 and Indicative Budgets for 2006 and 2007

**Agenda Item 12: Institutional Matters**

- 12.1 Proposed Name Change for the Organisation
- 12.2 Process for Recruitment of Director
- 12.3 Staff Regulations – amendments
- 12.4 Revised Financial Regulations
- 12.5 Palau – Notice of Desire to Accede to the SPREP Agreement
- 12.6 Appointment of Auditors

**Agenda Item 13: Regional Coordination**

- 13.1 Report of CROP Heads Meeting (Information Paper)
- 13.2 BPOA + 10 Progress Report (Information Paper)
- 13.3 Update on Pacific Type II Initiatives (Information Paper)
- 13.4 Pacific Islands Regional Ocean Forum and Draft Strategic Action Framework (Information Paper)
- 13.5 International Waters Project (Information Paper)

**Agenda Item 14: Items Proposed by Members****Agenda Item 15: Statements by Observers****Agenda Item 16: Other Business****Agenda Item 17: Date and Venue of Sixteenth SPREP Meeting****Agenda Item 18: Adoption of Report****Agenda Item 19: Close**

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## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia  
13-16 September 2004

### Agenda Item 2: Appointment of Chair and Vice-Chair

#### Purpose of Paper

1. In accordance with the "*Rules of Procedure of the SPREP Meeting*" (Rules 8.1 and 8.2), where a Meeting is hosted by the Secretariat, the Chair shall rotate alphabetically. Where a Meeting is not hosted by the Secretariat, the Chair shall be provided by the host country.
2. Accordingly, the **Chair** of the Fifteenth SPREP Meeting will be **French Polynesia**, the host country.
3. Rule 8.3 also provide that the Vice-Chair shall rotate alphabetically whether or not the Meeting is hosted by the Secretariat. The Vice-Chair of the Fourteenth SPREP Meeting was Marshall Islands. Under the principle of alphabetical rotation, therefore, **Nauru** should be appointed **Vice-Chair** of the Fifteenth SPREP Meeting.

#### Recommendation

4. The Meeting is invited to:
  - to **appoint** the Representative of **French Polynesia** as **Chair**; and
  - to **appoint** the Representative of **Nauru** as **Vice-Chair**.



## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia

13-16 September 2004

### Agenda Item 3: Adoption of Agenda and Working Procedures

#### Agenda

1. The Revised Provisional Agenda appears in the Working Paper documentation as 15SM/Officials/Provisional Agenda/Rev.1.

#### Hours of Work

2. Suggested hours of work for the Meeting are contained in the attached (15SM/Officials/WP.3/Att.1).

#### Sub-committees

3. A Report Drafting Committee would need to be appointed to assist with the preparation of the report of the Meeting. While the membership of the Committee is open-ended it should comprise a core of 5 or 6 members one of which should be from a French speaking member.

#### Recommendation

4. The Meeting is invited to:
- **consider and adopt** the Provisional Agenda;
  - **agree** on hours of work; and
  - **appoint** an open-ended Report Drafting Committee.

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19 July 2004



## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia

13-16 September 2004

### Agenda Item 4: Action Taken on Decisions Made by Fourteenth SPREP Meeting

#### Purpose of Paper

1. To report on action taken on the decisions of the 14<sup>th</sup> SPREP Meeting as outlined below.

Agenda Topic	Report Paragraph Number	Matters Arising	Action Taken
Item 6.1: Action Plan Review	86 (2 <sup>nd</sup> bullet point)	The Meeting <ul style="list-style-type: none"> <li>• <b>endorsed</b> the scope and process for the review; taking into account the views of the Meeting; and</li> <li>• <b>approved</b> in principle the terms of reference and revised budget figures, subject to further discussion under Agenda item 8.5</li> </ul>	The Secretariat accordingly issued to members in early March a standard evaluation questionnaire that also sought views on a new Action Plan and visited a representative cross section of members for more detailed consultations. On the basis of the questionnaire responses and consultations, the Secretariat provided members with a synthesis report and drafted a new Action Plan 2005-2009. Both these documents were addressed in detail by a regional meeting of senior SPREP member officials on 7-8 June. The meeting agreed on a Draft new Action Plan 2005-2009 which will be addressed by this Meeting under a separate item for review, endorsement and recommendation to the Environment Ministers Meeting for approval.
Item 6.3.3: Audited Annual Accounts for 2002	140 (2 <sup>nd</sup> bullet point)	The Meeting <ul style="list-style-type: none"> <li>• <b>adopted</b> the Financial Statements and Auditor's Report for the year ended 31 December 2002.</li> <li>• <b>requested</b> that a paper be represented to the 15<sup>th</sup> SPREP Meeting, outlining changes to the Financial Regulations to address the concerns raised and to bring the document up to date with good practice.</li> </ul>	A revised Financial Regulations is being proposed for discussion and adoption under a separate agenda item.

Agenda Topic	Report Paragraph Number	Matters Arising	Action Taken
Item 7: Strategic Programmes	144	Regarding the funding of the programme strategy – the resourcing strategy – the Director stressed that the strategic programme approach would not cost any more or less to implement, rather that it would be a better way of doing business, increasing efficiently, impact and value for money. He noted that there was a need to agree on a clear definition of the core functions of the organization, allowing the organization to put these functions on a more secure basis. Since this was not the currently the case, the Director suggested that a task force be established to address this.	A Joint Task force comprised of representatives of American Samoa, Australia, Federated States of Micronesia, Fiji, Kiribati, New Zealand, Samoa, Tokelau, United States of America and the SPREP Secretariat under the Chairmanship of Tokelau met in Apia on 25 – 26 November 2003 to discharge its mandate and its report will be addressed at this meeting in a later agenda item.
	165 (2 <sup>nd</sup> bullet point)	The Meeting <ul style="list-style-type: none"> <li>• <b>endorsed</b> the Strategic Programmes and the related funding strategy as work-in-progress for phased implementation by the Secretariat beginning in 2004 and the related resourcing strategy for SPREP.</li> <li>• <b>requested</b> the Secretariat to submit a final draft at the next Meeting.</li> </ul>	The Secretariat has refined the Strategic Programmes taking into account the completion of the review of the current Action Plan and the adoption of a new Draft Action Plan 2005 – 2009 by a regional workshop of senior member officials (for discussion and adoption by this meeting). The final draft of the Strategic Programmes is being tabled for adoption under a separate agenda item of this meeting.
Item 8.1.3: Assessment of Interaction of Whales and Fisheries in the Pacific	211 (first bullet point)	The Meeting <ul style="list-style-type: none"> <li>• <b>noted</b> that SPREP will coordinate a comprehensive scientific assessment of the interaction of whales and fisheries in the South Pacific under its marine species programme, and urged donors to provide funding support for such assessment.</li> <li>• <b>noted</b> that SPREP will coordinate a comprehensive scientific assessment of the interaction of whales and fisheries in the South Pacific under its marine species programme, and urged donors to provide funding support for such assessment</li> </ul>	A set of available scientific information on the interactions of whales and fisheries in the Pacific has been compiled by the Secretariat in response to this call and a request from the Forum itself and is now available upon request. A copy has also been sent to the Forum in response to its request.

Agenda Topic	Report Paragraph Number	Matters Arising	Action Taken
<p><b>Item 8.4.1:</b> Capacity Building, Education and Awareness Action Strategy Review</p>	<p>293 (3<sup>rd</sup> and 4<sup>th</sup> bullet points)</p>	<p>The Meeting</p> <ul style="list-style-type: none"> <li>• <b>noted</b> the findings of the review process for the Action Strategy for Environmental Education and Training, 1999-2003 as highlighted in paragraph 6;</li> <li>• <b>agreed</b> on the need to focus on implementation of the current goals and outputs of the Action Strategy;</li> <li>• <b>endorsed</b> the Secretariat's proposition to select an expert group of environmental educators to develop a draft programme of implementation for the Strategy;</li> <li>• <b>agreed</b> to identify and support at the national level, an EEA Contact Point that will be recognised as the official SPREP liaison for EEA related activities.</li> </ul>	<p>An electronic network of experts now exists and draft programme of implementation circulated for comment. Expert group has also been used as core group from which IWP has selected involvement for social marketing activities</p> <p>PICTs have been requested to identify EEA content points and responses are being received.</p>
<p><b>Item 9.1:</b> Staff regulations</p>	<p>367 (2<sup>nd</sup> bullet point)</p>	<p>The Meeting</p> <ul style="list-style-type: none"> <li>• <b>approved</b> the amendment to Staff Regulation 21(b); and</li> <li>• <b>agreed</b> that regulation 11(d) be amended and considered at the next Meeting</li> </ul>	<p>Staff Regulation 21(b) has now been accordingly amended. And a Secretariat proposed amendment in respect to Staff Regulation 11(d) consistent with the SPREP Meeting request is to be addressed under a separate agenda item of this Meeting.</p>

### Recommendation

2. The Meeting is invited to:
  - **note** the actions taken by the Secretariat on decisions taking by the 14<sup>th</sup> SPREP Meeting.





## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia

13-16 September 2004

### Agenda Item 5: Presentation of Annual Report for 2003 and Director's Overview of Progress since the fourteenth SPREP Meeting

#### Agenda

1. To table SPREP's Annual Report for the Year 2003 and to present an overview of progress since the Fourteenth SPREP Meeting (Apia, Samoa, September 2003).

#### Timetable

2. Attached is the Annual Report for the Year 2003. The Director will verbally present his overview, a copy of which will be distributed immediately following his presentation. As well as providing an overview on progress, the Director's presentation is intended to alert Members to emerging issues and trends and to raise matters on which the Director seeks further direction and advice.

#### Recommendation

3. The Meeting is invited to:
  - **discuss** the issues raised by the Director in his Overview;
  - **provide advice** and direction to the Secretariat; and
  - **endorse** the Year 2003 Annual Report.

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19 July 2004



## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia

13-16 September 2004

### Agenda Item 5.2.1: Report on Members' Contributions

#### Purpose of Paper

1. To report on the receipt of Members' contributions in accordance with Financial Regulation 13.

#### Background

Financial Regulation 13 requires the Director to submit to each SPREP Meeting a report on the receipt of Members' contributions. This report addresses Members' contributions received during 2003. It also provides an update on the status of Members' contributions received in 2004, up to 15 July, and the unpaid balances of contributions as at 15 July 2004.

#### Members' Contributions received in 2003 and 2004 (to 15 July 2004)

3. Attached for members' information is a statement, which shows the amounts due from respective members as at 15 July 2004. Total contributions outstanding as at 15 July 2004 is USD\$630,839, made up of USD\$277,703 unpaid for 2003 and prior years and USD\$353,136 for 2004 contributions.
4. As the table would indicate, a total of USD\$760,614 was received by the Secretariat in 2003 leaving a balance of contributions outstanding of USD\$277,703 as at 31 December 2003.
5. The contributions due for the year 2004, is \$935,572 and so far this year, (as at 15 July 2004), the Secretariat has received US\$582,436 in lieu of 2004 and prior years outstanding contributions.

### Outstanding Contributions:

6. Other than members with minor adjusting balances, the following member countries have unpaid balances as at 15 July 2004 for both 2004 and prior years contributions:

Member Country	2003 and prior year liabilities	2004 contributions payable	Payments to 15-Jul-04	Balance as at 15-Jul-04
American Samoa	(2,899)	10,184	-	7,285
FSM	3,638	10,184	-	13,823
Fiji	2,851	20,360	(10,793)	12,418
French Polynesia	14,645	20,360	(25,742)	9,263
Nauru	107,682	10,184	-	117,867
New Caledonia	21,140	20,360	(26,665)	14,834
Niue	(81)	10,184		10,104
Nth Marianas	16,743	10,184	-	26,928
Palau	(1)	10,184	-	10,184
Papua New Guinea	(1)	20,360	-	20,359
Samoa	(1)	20,360	-	20,359
Solomon Islands	83,693	20,360	-	104,053
Tokelau	0	10,184	-	10,185
Tonga	0	10,184	-	10,184
Tuvalu	0	10,184	-	10,185
USA	0	186,787	-	186,787
Vanuatu	30,339	20,360	(13,523)	37,176
Wallis & Futuna	192	10,184	(1,562)	8,815

### Recommendation

7. The Meeting is invited to:

- **consider** the report and **decide** on how the substantial arrears problem is to be addressed;
- **note** the status of unpaid membership contributions.
- **commit** itself to paying current and outstanding membership contributions in full as soon as possible in 2004

MEMBER COUNTRY	Balance as at 31-Dec-01	2002 Cont Payable	2002 Add'l Cont Payable	Payments Received as at 31-Dec-02	Adjustment per 13SM decisions	Balance as at 31-Dec-02	2003 Cont Payable	Payments Received as at 31-Dec-03	Balance as at 31-Dec-03	2004 Cont Payable	Payments Received as at 15-July-04	Balance as at 15-July-04
American Samoa	11,563	5,725	2,590	(16,676)		3,201	8,412	(14,513)	(2,899)	10,184		7,285
Australia	330	104,055	47,066	(150,875)		576	152,892	(153,468)	(1)	185,106	(185,106)	(1)
Cook Islands	17	5,725	2,590	(8,305)		26	8,412	(8,438)	0	10,184	(10,184)	1
Federated States of Micronesia	(2,848)	5,725	2,590	(10,240)		(4,774)	8,412	-	3,638	10,184		13,823
Fiji	12,133	11,445	5,177	(6,959)		21,796	16,817	(35,762)	2,851	20,360	(10,793)	12,418
France	19,094	75,440	34,123	(91,990)		36,667	110,847	(147,847)	(334)	134,202	(133,868)	0
French Polynesia	4,077	11,445	5,177	(11,435)		9,264	16,817	(11,435)	14,645	20,360	(25,742)	9,263
Guam	36	11,445	5,177	(16,595)		63	16,817	(16,817)	62	20,360	(20,422)	0
Kiribati	17	5,725	2,590	(8,331)		0	8,412	(8,382)	30	10,184	(10,184)	31
Marshall Islands	17	5,725	2,590	(8,305)		26	8,412	(8,438)	0	10,184	(10,184)	(0)
Nauru	90,956	5,725	2,590	-		99,270	8,412	-	107,682	10,184		117,867
New Caledonia	5,126	11,445	5,177	(17,425)		4,323	16,817	-	21,140	20,360	(26,665)	14,834
New Zealand	122	38,075	17,222	(55,205)	34,804	35,018	55,945	(90,963)	0	134,202	(134,202)	0
Niue	7,747	5,725	2,590	(7,730)		8,331	8,412	(16,824)	(81)	10,184		10,104
Northern Marianas	17	5,725	2,590	-		8,331	8,412	-	16,743	10,184		26,928
Palau	7,747	5,725	2,590	(16,035)		26	8,412	(8,439)	(1)	10,184		10,184
Papua New Guinea	38,417	11,445	5,177	(54,975)		64	16,817	(16,881)	(1)	20,360		20,359
Pitcairn Island	30,647	2,863	1,294	-	(34,804)	(0)	-	-	(0)	-		(0)
Samoa	38	11,445	5,177	(16,594)		64	16,817	(16,881)	(1)	20,360		20,359
Solomon Islands	50,255	11,445	5,177	-		66,877	16,817	-	83,693	20,360		104,053
Tokelau	17	5,725	2,590	(8,332)		(1)	8,412	(8,411)	0	10,184		10,185
Tonga	7,747	5,725	2,590	(13,292)		2,770	8,412	(11,182)	(0)	10,184		10,184
Tuvalu	7,747	5,725	2,590	(16,061)		0	8,412	(8,412)	0	10,184		10,185
United States of America	(7,306)	105,000	47,493	(144,587)		(0)	154,280	(154,280)	(0)	186,787		186,787
Vanuatu	26,986	11,445	5,177	(14,631)		28,977	16,817	(15,454)	30,339	20,360	(13,523)	37,176
Wallis & Futuna Islands	3,051	5,725	2,590	(11,797)		(431)	8,412	(7,788)	192	10,184	(1,562)	8,815
<b>Total</b>	<b>\$313,149</b>	<b>\$491,418</b>	<b>\$222,274</b>	<b>(\$706,374)</b>	<b>-</b>	<b>\$320,467</b>	<b>\$717,850</b>	<b>(\$760,614)</b>	<b>\$277,703</b>	<b>\$935,572</b>	<b>(\$582,436)</b>	<b>\$630,639</b>

Note 1 - There were three agreed increases to the members contributions. They are as follows:

- A. Determined at the 11th SPREP Meeting for 2001 contributions USD \$174,570 35.318%
- B. Determined at the 12th SPREP Meeting for 2002 contributions USD \$49,000 9.913%
- C. Determined at the 14th SPREP Meeting for 2004 contributions USD \$162,820 21.070%



## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia

13-16 September 2004

### Agenda Item 5.2.2: Audited Annual Accounts for 2002

#### Purpose of Paper

1. To present the Audited Annual Accounts for the year ended 31 December 2003.

#### Background

2. Financial Regulation 26(c) requires the Director to submit annual financial statements to the SPREP Meeting, while Regulations 27-33 prescribes the manner in which the financial statements are to be presented and audited. Financial Regulation 34 requires the Director to circulate to each SPREP Meeting, the Auditors Report on the financial operations of SPREP, together with such remarks as the Director may wish to offer, prior to the next SPREP Meeting.

3. The Financial Statements for the year ended 31 December 2003 have been prepared in accordance with the Financial Regulations and comprise the following documents:

- Audit Report
- Balance Sheet
- Income and Expenditure Statement
- Statement of Cash Flows
- Notes and Supporting Papers to the Accounts
- Auditor's Report to Management

#### Recommendation

4. The Meeting is invited to:
  - **review and adopt** the Financial Statements and Auditor's Report.

**Lesā ma Penn***Certified Public Accountants*

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**AUDITORS' REPORT  
TO THE MEMBERS OF THE  
SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME (SPREP)**

We have audited the financial statements of SPREP as set out on pages 3 to 12, for the year ended 31 December 2003. The financial statements provide information on the financial performance of the organisation, and its financial position as at 31 December 2003.

**Management Responsibilities**

The Management is responsible for the preparation and presentation of the financial statements that comply with generally accepted accounting practice, and that gives a true and fair view of the financial position of SPREP as at 31 December 2003, and its financial performance and cash flows for the year ended on that date.

**Auditors Responsibilities**

It is our responsibility to express an independent opinion of the financial statements presented by Management, and to report our opinion to you.

**Basis of Opinion**

An audit includes examining on a test basis, evidence relevant to the amounts, and disclosures in the financial statements. It also includes assessing:

- The significant estimates and judgements made by management in the preparation of the financial statements; and
- Whether the accounting policies are appropriate to the circumstances of the organisation, consistently applied and adequately disclosed.

We conducted our audit in accordance with International Standards on Auditing. We planned and performed our audit so as to obtain all the information and explanations, which we considered necessary to provide us with sufficient evidence, to give reasonable assurance that the financial statements are free from material misstatements, whether caused by fraud or error. In forming our opinion, we also evaluated the overall adequacy of the presentation of information in the financial statements.

**Specific Reporting Requirements**

In accordance with the specific audit reporting requirements of SPREP's Financial Regulation 33 (a) to (f), we report as follows:

- (a) Extent and character of examination is as explained in the section above under the heading "Basis of Opinion".
- (b) Matters affecting the completeness and accuracy of the accounts, refer to our report to management which is attached, titled Management report.
- (c) The adequacy or otherwise of the supplies and equipment records as determined by stocktaking and examination of the records. The fixed asset register has been completed following the physical count of all SPREP's assets carried out in May 2003.
- (d) The adequacy of financial procedures of SPREP including internal control matters and adherence to Financial Regulations. The Draft Financial Rules and Procedures Manual (DFRPM) will be finalized, once the Joint Review Task Force report and the revised Financial Regulation are adopted by the SPREP Meeting.
- (e) Other matters, the matters raised in our report to management have been addressed.

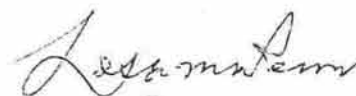
As more fully described in Note 2 to the financial statements the Organisation has discontinued charging depreciation of its property, plant and equipment as from 2003. This is a departure from generally accepted accounting principles. The effect of the change in accounting policy is a reduction in depreciation charge of \$427,063 for the year ended 31 December 2003, which has resulted in excess of funds over expenditure of \$124,697. Management's justification for the change is firstly, to clearly present fund balances to match the fund accounting concept used by the Secretariat and secondly to recognize the fact that to replace and maintain its assets expenditure provisions are included in the annual budget.

**Qualified Opinion**

In our opinion, except for effects, if any, on the mater referred to in the preceding paragraph and in the section on "specific" reporting requirements, under (b) the financial statements give a true and fair view of the financial position of the South Pacific Regional Environment Programme as of 31 December 2003, and of the results of its operations for the year then ended in accordance with generally accepted accounting principles and in accordance with the SPREP Financial Regulations as amended.

Our audit was completed on 30 April 2004 and our qualified opinion is expressed as at that date.

Apia, Samoa




Lesama Penn  
Certified Public Accountants

**SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME**

**BALANCE SHEET  
AS AT 31 DECEMBER 2003**

2002		2003	Notes
<b>NON-CURRENT ASSETS</b>			
<u>4,545,380</u>	Property, Plant and Equipment	<u>4,566,029</u>	3
<b>4,545,380</b>	<b>Total Non-Current Assets</b>	<b>4,566,029</b>	
<b>CURRENT ASSETS</b>			
1,472,169	Cash at Bank and on Hand	449,349	4
2,049,332	Bank Term Deposits	3,324,734	5
<u>23,474</u>	Accounts Receivable	<u>109,368</u>	6
<b>3,544,975</b>	<b>Total Current Assets</b>	<b>3,883,451</b>	
<u><b>8,090,355</b></u>	<b>TOTAL ASSETS</b>	<u><b>8,449,480</b></u>	
<b>REPRESENTED BY:</b>			
<b>FUNDS AND RESERVES</b>			
52,867	Capital Fund	52,867	7
448,558	Reserve Fund	448,558	8
4,591,313	Capital Reserve	4,591,313	9
<u>67,092</u>	Exchange Variation Reserve	<u>593,374</u>	10
<b>5,159,830</b>	<b>Total Funds and Reserves</b>	<b>5,686,112</b>	
<b>NON CURRENT LIABILITIES</b>			
<u>70,805</u>	Deferred Income	<u>70,805</u>	11
<b>70,805</b>	<b>Total Non-Current Liabilities</b>	<b>70,805</b>	
<b>CURRENT LIABILITIES</b>			
603,730	Creditors and Accruals	797,927	12
<u>2,255,990</u>	Project Funds	<u>1,894,636</u>	13
<b>2,859,720</b>	<b>Total Current Liabilities</b>	<b>2,692,563</b>	
<u><b>8,090,355</b></u>	<b>TOTAL FUNDS, RESERVES AND LIABILITIES</b>	<u><b>8,449,480</b></u>	

The Balance Sheet should be read in conjunction with the Notes to the Financial Statements, which form an integral part of the Financial Statements.

  
Asterio Takesy  
Director



## SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME

INCOME AND EXPENDITURE STATEMENT  
FOR THE YEAR ENDED 31 DECEMBER 2003

2002 Actual		2003 Actual	Notes
	<b>INCOME</b>		
706,374	Members Funds	781,335	
228,773	Administration Fees	208,565	
	Exchange Gain	151,920	
79,910	Interest	184,557	
8,149	Sale of Fixed Assets	12,796	
95,008	Other Income	119,889	14
<u>1,112,170</u>	Donor Funds	<u>358,581</u>	
<u>2,230,384</u>	<b>TOTAL INCOME</b>	<u>1,817,643</u>	
	<b>EXPENDITURE</b>		
910,832	Project Management	509,440	15/16
<u>1,362,131</u>	Primary Function	<u>1,183,506</u>	15/16
<u>2,272,963</u>	<b>TOTAL EXPENDITURE</b>	<u>1,692,946</u>	
(42,579)	EXCESS OF INCOME/ (E XPENDITURE)	124,697	
<u>142,032</u>	Transfer from Special Funds	-	
99,453	Excess of funds over expenditure	124,697	
<u>(99,453)</u>	Transfer (to) from Reserve Fund	-	
	<b>Funds to be carried forward</b>	<u>124,697</u>	
	<b>PROJECT FUNDS</b>		
<u>4,721,942</u>	Funds received during the year	<u>5,505,405</u>	
	<b>EXPENDITURE</b>		
<u>5,127,428</u>	Project Implementation	<u>5,991,456</u>	15/16
<u>5,579,762</u>	<b>TOTAL EXPENDITURE</b>	<u>5,991,456</u>	
(405,486)	Excess of expenditure over funds received	(486,051)	
<u>2,661,476</u>	Donor Funds brought forward from prior year	<u>2,255,990</u>	
2,255,990	Project Funds at year end	1,769,939	
-	Primary Function & Project Management Funds	124,697	
<u>2,255,990</u>	<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>1,894,636</u>	

**SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME**

**STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 DECEMBER 2003**

**CASH FLOWS FROM OPERATING ACTIVITIES:**

<u>INFLOWS :</u>	<b>2003</b>	<b>Notes</b>
	<b>\$</b>	
Donor Funds	5,863,986	
Members Contributions	781,335	
Project Administration fees	208,565	
Interest Receipts	125,214	
Miscellaneous Receipts	271,809	
	<u>7,250,909</u>	
 <u>OUTFLOWS :</u>		
Salaries and Related Costs	(2,028,778)	
Other Operating Expenses	(4,943,631)	
	<u>(6,972,409)</u>	
Net Cash Flows provided by Operating Activities	<u>278,500</u>	

**CASH FLOWS FROM INVESTING ACTIVITIES:**

<u>INFLOWS :</u>		
Proceeds from sale of Property, Plant & Equipment	12,796	
<u>OUTFLOWS :</u>		
Purchase of Property, Plant and Equipment	(38,714)	
<b>Net Cash Flows used in Investing Activities</b>	(25,918)	
 Net Increase/(Decrease) in Cash Held	 252,582	
Cash at the beginning of the year	3,521,501	4 & 5
Cash and cash equivalents at year end	<u>3,774,083</u>	
 <b>Represented By:</b>		
Cash on hand and at bank	449,349	4
Term Deposits	3,324,734	5
Cash at end of year	<u>3,774,083</u>	

**SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2003**

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**NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The following summary of significant accounting policies is given in order to assist in understanding the amounts presented in the financial statements.

**(a) Accounting System**

- (i) The financial statements are prepared on the basis of historical costs and do not take into account current valuation of non-current assets.
- (ii) The concepts of the accrual method and going concern basis of accounting are applied.
- (iii) The financial statements are prepared in accordance with the accounting standards and disclosure requirements of the International Accounting Standards, except where stated otherwise.
- (iv) All amounts shown in the financial statements are expressed in US dollars.

**(b) Fund Accounting**

The Secretariat has adopted a fund accounting system, as a considerable part of its annual fund, comprises of aid funds for specified projects.

The identification of funds is maintained throughout the accounting system thus providing the control necessary to ensure that each fund is used only for the purpose, which it is received.

**(c) Depreciation**

Fixed Assets are not being depreciated as from 2003 as reflected in Note 2.

**(d) Comparative Figures**

Where necessary figures have been adjusted to conform to the changes in presentation in the current financial year.

**(e) Foreign Currency Transactions**

All foreign currency transactions during 2003 have been brought to account using the bank exchange rate in effect at the date of the transaction. Realised exchange gain/losses on term deposits matured during the year have been taken to the statement of income and expenditure. Foreign currency monetary items at balance date are translated at the closing exchange rate existing at that date.

Unrealised exchange gains and losses, arising on translation of monetary items at balance sheet date are taken to the Exchange Variation Reserve to accommodate future losses or gains due to fluctuation of rates in the foreign currency market. The increase in the exchange variation reserve in the 2003-year was due to the strengthening of various currencies used for operations against the United States currency.

**SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2003**

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**(f) Revenue Recognition**

Revenue is recognised in the accounts using the cash basis concept of accounting except for interest income. Expenditure is accounted for on an accrual basis.

**(g) Donor Funds**

Donations from Aid Agencies are usually for specified purposes. These funds are separately identified in the accounting system and expenditure recorded against each fund. Donor Funds, which are applied to capital items, are brought into account as assets at the completion of projects and are valued at their carrying costs.

**(h) Commitment Accounting**

The Secretariat operates a system of commitment accounting for its non-salary expenditure. Expenditure is recognised when purchase orders are placed and charged against the appropriate code.

**(i) Apportioning of Expenses**

Consistent with the financial regulations adopted at the Fifth Intergovernmental Meeting in Apia in September 1992 and further amended at the Tenth SPREP Meeting in Apia in September 1998, expenses will be apportioned amongst the categories of "Primary Function," "Project Management" and "Project Implementation". Apportionment was based on the following criteria:

- Costs that can be directly traced to Primary Function have been charged to Primary Function.
- Costs that can be directly charged to Project Management have been charged to Project Management.
- Costs that can be directly charged to Project Implementation have been charged to Project Implementation.
- Costs that are common between Primary Function, Project Management, and Project Implementation have been allocated between the Primary Function, Project Management and Project Implementation on the basis of cost drivers developed by the SPREP Secretariat.

**(j) Donor Funded Assets**

Assets acquired by individual projects during the year are not included in SPREP's balance sheet as the ownership of these assets remains with the donor. The treatment at this level is to expense these assets in the Income Statement as the disbursement is incurred. At the completion of these projects, donors generally donate these assets to SPREP, at which time the assets will be included on the Balance Sheet at its carrying value.

**NOTE 2. CHANGE IN ACCOUNTING POLICY**

The Secretariat has decided to discontinue charging depreciation from 2003 of its fixed assets including buildings, plant and equipment. The Secretariat realises this change is a departure from Generally Accepted Accounting Principles. However, this change in policy is necessary to clearly present the financial information for the benefit of the SPREP members and to match the Fund accounting concept adopted by the Secretariat

**SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2003**

The majority of the SPREP annual fund comprises of aid funds for specified projects and programs. Accordingly, it is necessary to establish separate funds to record the amount received, expenditure incurred and the net balance of the funds available to be carried forward into the next financial period. The charging of depreciation distorts the actual fund balances at year end.

To replace and maintain its assets, the Secretariat makes from time to time, provisions for these expenditure in its budgets, for financing from its members or other donors for approval by its governing body.

The information of the effect of the change in accounting policy is detailed below:

**RECONCILIATION OF DONOR FUNDS WITH AVAILABLE NET CASH**

Accumulated Depreciation		481,562
Net project balances (note 12)		1,894,636
Add Project in debit		<u>252,337</u>
<b>PROJECT FUNDS</b>		<b>2,628,535</b>
Reserve Fund	448,558	
Creditors and Accruals	<u>103,616</u>	<u>552,174</u>
		3,180,709
Represented by:		
Bank Balances	3,774,083	
Less exchange reserve	<u>593,374</u>	3,180,709
		<u><u>0</u></u>

**NOTE 3: NON-CURRENT ASSETS - PROPERTY, PLANT AND EQUIPMENT**

WDV	Description	Cost/Valuation				Accumulated Depreciation					WDV
		31-Dec-02	Addtn	Disp'l	31-Dec-03	1-Jan-03	Depn	Adjts	Disp'l	31-Dec-03	
4,006,443	Property at cost	4,269,510			4,269,510	(263,067)				(263,067)	4,006,443
63,680	Computer Equip at Cost	104,239	10,992		115,231	(40,559)				(40,559)	74,672
400,247	Equipment at cost	468,888	6,668		475,556	(68,641)				(68,641)	406,915
28,510	Furniture at cost	121,514	3,534		125,048	(93,004)				(93,004)	32,044
46,500	Motor Vehicles at Cost	62,791	17,520	(18,065)	62,246	(16,291)				(16,291)	45,955
<b>4,545,380</b>	<b>Total</b>	<b>5,026,942</b>	<b>38,714</b>	<b>(18,065)</b>	<b>5,047,591</b>	<b>(481,562)</b>				<b>(481,562)</b>	<b>4,566,029</b>

For the purposes of disclosing comparative information as at 31<sup>st</sup> December 2003, certain assets in the financial statements have been reclassified for the financial year ending 31<sup>st</sup> December 2002, without affecting the net value of fixed assets for the Secretariat at that date.

Fixed assets are not being depreciated in 2003 because of change in accounting policy as in Note2. Assets are shown at the balance sheet date at their written down value at 31 December 2002. Assets purchased during the year are recorded at their historical value.

**SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2003**

<b>2002</b>		<b>2003</b>
<b>NOTE 4: CASH AT BANK AND ON HAND</b>		
	<b>Local Currency</b>	
34,812	ANZ - SAT Account	(2,112)
76,252	WBC - SPBCP/GEF SAT Account	
4,352	WBC - Int Waters SAT Account	(16,768)
6,688	WBC - EU PEIN SAT Account	23,175
205	Petty Cash	177
122,309		4,472
	<b>Foreign Currency</b>	
16,352	ANZ - USD Account	2,980
15,330	ANZ - AUD Account	22,337
52,858	ANZ - NZD Account	49,342
813,183	WBC - USD Account	111,814
142,959	WBC - Int Waters USD Account	210,790
201,534	WBC - SPBCP/GEF USD Account	
60,525	WBC - Int Maritime Org Account	9,730
27,688	WBC - NZD Call Account	37,884
14,580	WBC - Call Account	
4,851	WBC - Headquarters Account	
1,349,860		444,877
<b>1,472,169</b>	<b>Closing Balance as at 31 December 2003</b>	<b>449,349</b>
<b>NOTE 5: BANK TERM DEPOSITS</b>		
	<b>Local Currency</b>	
1,019,295	WBC - SAT Account	986,006
	SCB - SAT Account	716,793
	NBS - SAT Account	177,750
1,019,295		1,880,549
	<b>Foreign Currency</b>	
492,223	WBC - AUD Account	714,537
537,814	WBC - NZD Account	729,648
1,030,037		1,444,185
<b>2,049,332</b>	<b>Closing Balance as at 31 December 2003</b>	<b>3,324,734</b>
<b>NOTE 6: ACCOUNTS RECEIVABLE</b>		
1,239	Debtors	902
108	Staff Accounts	406
1,917	Other	7,670
20,210	Accrued Interest	59,343
	Withholding tax	11,533
	Interbank	11,010
	Prepayments	18,504
<b>23,474</b>	<b>Closing Balance as at 31 December 2003</b>	<b>109,368</b>

**SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2003**

2002		2003
<b>NOTE 7: CAPITAL FUND</b>		
52,867	Opening Balance	52,867
-	Add/Less: Movements during the year	-
<u>52,867</u>	<b>Closing Balance as at 31 December 2003</b>	<u>52,867</u>
 <b>NOTE 8: RESERVE FUND</b>		
349,105	Opening balance as at 1 January 2003	448,558
99,453	Add: Net Surplus/(Deficit) for the year	-
<u>448,558</u>	<b>Closing balance as at 31 December 2003</b>	<u>448,558</u>
 <b>NOTE 9: CAPITAL RESERVE</b>		
Capital Reserve is represented by the following capital donations:		
1,870,480	SPREP Complex by Donor Governments	1,870,480
2,370,833	Training and Education Centre Project by Japan	2,370,833
350,000	Information Resource Centre by European Union	350,000
<u>4,591,313</u>	<b>Closing Balance as at 31 December 2003</b>	<u>4,591,313</u>
 <b>NOTE 10: EXCHANGE VARIATION RESERVE</b>		
76,854	Opening Balance as at 1 January 2003	67,092
(9,762)	Plus: Exchange difference arising from translation	526,282
<u>67,092</u>	<b>Closing Balance as at 31 December 2003</b>	<u>593,374</u>
 <b>NOTE 11: DEFERRED INCOME LIABILITY</b>		
88,506	Represents Deferred Income on Assets acquired through Donor Funds	70,805
(17,701)	Less: Accumulated Amortisation	-
<u>70,805</u>	<b>Closing Balance as at 31 December 2003</b>	<u>70,805</u>
 <b>NOTE 12: CREDITORS AND ACCRUALS</b>		
135,200	Provision for Leave Entitlement	143,606
104,995	Provision for Repatriation	149,614
270,600	Trade Creditors	426,707
562	Payroll Creditors	2,799
92,373	Other Creditors and Accruals	75,201
<u>603,730</u>	<b>Closing Balance as at 31 December 2003</b>	<u>797,927</u>

**SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2003**

<b>NOTE 13: PROJECT FUNDS</b>					
<b>Details</b>	<b>Balance 1-Jan-03</b>	<b>Income</b>	<b>Expenses</b>	<b>Transfers</b>	<b>Balance 31-Dec-03</b>
Asian Development Bank	18,579	14,850	(36,136)	-	(2,707)
AusAID XB	92,131	532,215	(374,627)	-	249,719
AusAID XXB	(23,468)	291,586	(70,502)	-	197,616
BioNet	47,821	109	(29,264)	-	18,666
People's Republic of China	3,545	0	(16,405)	-	(12,860)
Canadian International Dev Ass	112,396	504,447	(248,602)	-	368,240
Commonwealth Secretariat	12,017	0	(66)	-	11,951
Canada South Pacific Ocean Dev Pro	70,841	286,640	(302,068)	-	55,413
Government of Denmark	79,737	8,887	(10,033)	-	78,591
Department of International Dev	52,866	1,809	(146,740)	-	(92,065)
European Union	1,370	69,935	(122,780)	-	(51,475)
UN Economic & Social Commission for Asia	0	65,916	(62,705)	-	3,211
Government of France	54,622	63,640	(71,972)	-	46,290
GEO Schutz Den Regenwald e.V	0	69,500	(5,523)	-	63,977
International Maritime Organisation	50,688	24,157	(82,108)	-	(7,263)
Government of Japan	60,519	6,256	(42,307)	-	24,468
Multiple Donors	150,477	282,200	(265,825)	-	166,852
Netherlands Red Cross Society	0	7,746	0	-	7,746
US National Oceanic Atmospheric Admin	46,614	49,990	(20,941)	-	75,663
NZ Aid PIE	300,013	52,002	(219,908)	-	132,107
NZ Aid XB	48,993	310,842	(317,928)	-	41,907
Pacific Development & Conservation Trust	0	8,590	(8,791)	-	(201)
Other Aid Funds	(56,270)	162,513	(190,559)	-	(84,316)
Primary Function		1,817,643	(1,692,946)	-	124,697
UN Convention to Combat Deser.	16,481	87	(14,975)	-	1,593
United Nations Development Program	310,815	2,187,593	(2,470,269)	-	28,139
United Nations Environment Program	506,276	375,595	(705,548)	-	176,323
UN Educational Scientific & Cultural Org	3,531	0	(3,415)	-	116
Government of the United Kingdom	17,053	14,041	(3,495)	-	27,599
United Nations Tech Co-Op Activities	0	50,000	(4,631)	-	45,369
US Dept of Energy	12,898	75,103	(38,885)	-	49,117
US Dept of Energy/Los Alamos	142,806	(19,437)	(93,584)	-	29,785
US Fish & Wildlife Service	131,169	63	(9,414)	-	121,818
University of United Nations	(6,761)	6,761	0	-	0
Wetlands International	(1,769)	1,769	0	-	0
Western Pacific Regional Fisheries Mgt	0	0	(1,450)	-	(1,450)
<b>Total</b>	<b>2,255,990</b>	<b>7,323,048</b>	<b>(7,684,402)</b>		<b>1,894,636</b>



**SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2003**

2002		2003
<b>NOTE 14: OTHER INCOME</b>		
2,249	Insurance Recovery	1,808
7,710	Publications Sale	1,530
55,403	Additional Assistance from USA	
3,845	Rental Income	21,980
8,100	Miscellaneous	26,879
17,701	Deferred Income on Amortisation	-
	Commission	15,940
	Travel Recoveries	51,752
<u>95,008</u>	<b>Total</b>	<u>119,889</u>

**NOTE 15: EXPENDITURE SUMMARY**

	Personnel Costs	Operating Costs	Total
5,127,428	1,430,310	4,561,146	5,991,456
910,832	307,755	201,685	509,440
1,362,131	633,793	549,713	1,183,506
<u>7,400,391</u>	<u>2,371,858</u>	<u>5,312,544</u>	<u>7,684,402</u>

**NOTE 16: ANALYSIS BY FUNCTION**

Description	31-Dec-02	Income/ Receipts	Expenses	Surplus/ (Deficit)	Transfers	Balance 31-Dec-03
Project Implementation	2,056,869	5,505,405	(5,991,456)	(486,051)	199,121	1,769,939
Project Management	199,121	219,803	(509,440)	(289,637)	(199,121)	(289,637)
Primary Function	0	1,597,840	(1,183,506)	414,334		414,334
	<b>2,255,990</b>	<b>7,323,048</b>	<b>(7,684,402)</b>	<b>(361,354)</b>	<b>0</b>	<b>1,894,636</b>

**NOTE 17: CONTINGENT LIABILITIES**

The Secretariat has no contingent liabilities as at 31 December 2003.

**NOTE 18: CAPITAL COMMITMENTS**

The Secretariat has no commitments with respect to capital expenditure.

**SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME (SPREP)**  
**REPORT TO MANAGEMENT**  
**FOR THE YEAR ENDED 31 DECEMBER 2003**  
**ATTACHMENT**

**SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME  
MATTERS TO BE REPORTED TO CLIENT  
31 DECEMBER 2003**

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8 June 2004

The Director  
South Pacific Regional Environment Programme (SPREP)  
PO Box 240  
Vailima  
APIA

Dear Sir,

### **MANAGEMENT LETTER REPORT FOR THE YEAR ENDED 31 DECEMBER 2003**

During the course of our audit of SPREP's accounting records for the year ended 31 December 2003, we examined certain aspects of the Organisation's system of internal controls and accounting procedures.

Accompanying this letter are the matters noted during our audit examination, together with our recommendations, which were communicated to you on 30 April 2004.

We have included in the report, Management comments as communicated to us per your letter of 15 June 2004.

We are pleased to note that the issues raised in our prior year report have been addressed. However, we wish to draw your attention to the following matters, which we believe requires immediate action by Management.

#### **1. INFORMATION SYSTEM – ACCPAC**

During the course of our audit we have noted that the cash book system used by the Finance Section appears to be breaking down periodically. The current practice is that when the cashbook crashes, the Finance Section liaises with the Information Communication and Technology (ICT) section to try and resolve the problem. If the ICT section can not resolve the problem, an email is sent to Orchid Business System explaining the problem and requesting assistance. In turn, Orchid Business System replies with possible solutions to the problem, this process of exchanging emails continues until the problem is resolved.

In July 2003, the cashbook was down for four (4) weeks and was not fixed until August 2003. In trying to solve this problem, the ICT section of SPREP used their backup files to restore the information. However on the retrieval of the backup files, they were found to be corrupted and could not be used. Thus, the Finance Section had to repost all their information from May. Then in September 2003 the cashbook went down again for ten (10) weeks and the Finance Section had to repost from the months of October to December 2003 to update their information.

As a result of the continuous breakdown in the cashbook system, the Finance Section has been faced with a number of problems:

- Delay in posting – with the delay in posting, information is not up to date for reporting requirements and for daily decision making.
- Time consuming – relating to the process of re-entering lost and new information
- Costs – costs involved is overtime of Finance staff and fees charged by the Orchid Business Systems in Australia for assistance given in solving the problem.
- Time lapse – the timeframe between when the error was discovered and when it is fixed takes more than one week.
- Unreliable backup files.

#### **Recommendation**

We recommend that Management should seriously consider an accounting system which can be relied upon and support services is available on island. Additionally the Finance section should keep a log book of all the problems that occur with their cashbook during the year so that they are able to keep track of the type of problems occurring and the timeframe that it takes before they are able to fix it. Management should also consider recruiting personnel with accounting and information, communication and technology background to assist the Finance section. Furthermore, the ICT section should carry out regular checks on their backup files so when the time comes for it to be used, they are reliable and in good working condition.

Management should consider software packages with on island support services to minimize delays and duplication of processing.

#### **Client Comment**

*The observation is shared and appreciated and Management would be soliciting professional help to evaluate the current system and alternatives. We would like to proceed with caution because from experience, various accounting computer systems have their strengths and their difficulties and most likely none is free of problems.*

*Finance has kept a file of the types of problems occurring with the accounting system and will monitor the timeframe before the problems are fixed. In addition the IT will keep a logbook of all problems with the accounting system.*

## **2. BANK RECONCILIATIONS – LONG OUTSTANDING ITEMS**

Review of the Organisation's USD main working account bank reconciliation showed the following items carried forward from 2001 and 2002, which have not been cleared at 31 December 2003.

#### **USD Bank Account: Credits in bank statement not in cashbook**

<u>Date</u>	<u>Details</u>	<u>Amount</u>
5/1/02	OBO 0068 TT02/0068	361.46
2/4/02	OBO 0224 TT31/1	542.00
25/7/02	Transfer Credit TT 25/27	10,875.00
24/12/02	PA2002/707 – payment authority posted as a credit	594.00
20/5/03	Foreign Exchange FX223	3,832.30

**BANK RECONCILIATIONS – LONG OUTSTANDING ITEMS (cont'd)****ANZ SAT Bank Account: Credits in bank statement not in cashbook**

2001	FN120601D	1,443.56
2001	ANZ2001/155	1,164.97
2001	ANZ2001/156	100.00

These credits have not been taken up in the cashbook as the Finance section has been unable to identify the nature of these credits. Follow up on these items with the respective banks has not been done which has resulted in these items not being cleared to date.

**Recommendation**

We recommend that Management should take up this matter in writing with the respective banks to ensure these items are resolved immediately. Furthermore, Finance section should carry out regular follow up in writing with the banks on matters of this nature for timely clearance in reconciling the bank accounts. Serious consideration be given to reflecting the above amounts in the financial records under miscellaneous income in the Primary Function. This will ensure all funds are properly reflected in the accounting records.

**Client Comment**

*The above matter has been regularly followed up in writing with the banks but unfortunately the banks have not been able to provide sufficient details to help us identify the sources and their purposes. We have now put these funds into miscellaneous income for the financial year 2004.*

It must be appreciated that the matters dealt with in this report came to our notice during the conduct of our normal audit procedures, which were designed primarily with a view to the expression of our opinion on the financial statements of the organisation. Our comments therefore cannot be expected to include all possible improvement in internal control, which a more extensive special examination might develop.

We would like to take this opportunity to express our appreciation to Management and staff for the cooperation and assistance rendered to us during the course of our work.

Yours faithfully

Lesa ma Penn



Matataualiitia A Lesa  
Partner



## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia

13-16 September 2004

### Agenda Item 6: SPREP Action Plan 2005-2009

#### Purpose of Paper

1. To table the draft SPREP Action Plan for Managing the Environment of the Pacific Islands Region for the period 2005-2009 for consideration and recommendation to the Environment Ministers for endorsement.

#### Background

2. It was the launch of the first Action Plan for Managing the Environment of the South Pacific region in 1982 that also launched SPREP into the regional scene as an autonomous programme of SPC and eventually in 1993 as an independent intergovernmental regional organization for the environment.

3. Article 2 of the Agreement Establishing SPREP on "Purposes" provides that "The purposes of SPREP are to promote cooperation in the South Pacific region and to provide assistance in order to protect and improve its environment and to ensure sustainable development for present and future generations". The Agreement then goes on to specify that "SPREP shall achieve these purposes through the Action Plan adopted from time to time by the SPREP Meeting ...".

4. The Action Plan can be characterised as the overarching policy statement of the region in managing its environment. It is the chief guiding document identifying the region's overall vision for managing their shared environment and the agreed environmental priorities from which Pacific island members, the Secretariat and stakeholders would formulate their respective detailed plans and strategies to implement the priorities of the Action Plan and realise its vision and achieve its outcomes.

5. As the current Action Plan expires at the end of 2004, the Secretariat proposed to the last SPREP Meeting, a process for reviewing the current Plan and the development of a successor Action Plan for 2005-2009. The SPREP Meeting approved the Secretariat's proposal.

6. In accordance with the agreed process, members conducted national and community consultations to review the Action Plan for 2001-2004 and guidance to develop a new Action Plan for 2005-2009. The findings from those consultations were referred to the Secretariat through a standard form questionnaire as well as through written and oral representations made to the Secretariat.

7. The Secretariat also visited a representative cross section of island members for bilateral consultations to complement the questionnaire review and national consultation processes. In keeping with the request made at the 15<sup>th</sup> SPREP Meeting to carry out this exercise efficiently, the Secretariat ensured that most trips for the Action Plan exercise coincided with other related SPREP work. The SPREP website was also used to post Action Plan documents and there was much use of electronic mail.

8. A regional workshop of senior environment and planning officials was held in Apia on 7-8 June where all SPREP Members were invited to develop and finalise a draft Action Plan for referral to and adoption by the 15<sup>th</sup> SPREP Meeting and Environment Ministers Forum. The meeting chaired by Samoa also considered a synthesis report containing the findings from the consultations and questionnaire exercise.

9. The outcome of the above workshop was the draft SPREP Action Plan 2005 – 2009 that is attached as Attachment 1.

#### **Recommendation**

10. The Meeting is invited to:

- **consider and endorse** the draft SPREP Action Plan for Managing the Environment of the Pacific Islands Region for 2005 – 2009 for referral to the Environment Ministers' Forum for approval.

---

28 June 2004





**DRAFT**

**Action Plan  
For Managing the Environment of  
the Pacific Islands Region  
2005 - 2009**

**8 June 2004**

---

## PREFACE

This is the Action Plan of the South Pacific Regional Environment Programme for the period 2005-2009.

The Action Plan is intended to represent the regional agenda for managing the environment of the Pacific islands region. It embodies the vision of SPREP members for the long-term management of our shared environment to achieve sustainable development. It is the main planning document outlining the broad areas of focus and priorities of the region. The SPREP's Strategic Programme, the Annual Work Programme and Budget should be read in conjunction with the Action Plan.

The 14<sup>th</sup> SPREP Meeting acknowledged the central role of the Action Plan in setting priorities and guiding the work of SPREP Members and the Secretariat. The Meeting welcomed the review of the Action Plan 2001-2004 as well as the need to develop a new Action Plan for the period 2005-2009. This Meeting also agreed on the process to review and develop a new Action Plan. Members conducted national and community consultations and reported the results to the Secretariat; consultation between the Secretariat and the broad cross section of members agreed to at the 14<sup>th</sup> SPREP Meeting as well as a regional workshop to which all SPREP members were invited to examine and validate the findings of the review as well as the draft of a new Action Plan for approval by the 15<sup>th</sup> SPREP Meeting.

The Action Plan was endorsed at the 15<sup>th</sup> SPREP Meeting in French Polynesia in September 2004. SPREP members must take responsibility for implementing this Action Plan for the benefit of the peoples of our region. I commend this Action Plan to all SPREP members.

**Chairperson-15<sup>th</sup> SPREP Meeting**

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## **1. INTRODUCTION**

This is the Action Plan of the South Pacific Regional Environment Programme (SPREP) for the period 2005-2009. This plan is owned by the membership of SPREP and their Secretariat. The members of SPREP are: American Samoa, Australia, Cook Islands, Federated States of Micronesia, Fiji, France, French Polynesia, Guam, Kiribati, Marshall Islands, Nauru, New Caledonia, New Zealand, Niue, Northern Mariana's, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, the United States of America, Vanuatu and Wallis and Futuna.

SPREP was established in 1993 as an intergovernmental organisation. Under the *Agreement Establishing SPREP*, the purposes of SPREP are to promote co-operation in the South Pacific Region and to provide assistance in order to protect and improve its environment and to ensure sustainable development for present and future generations. These purposes are to be achieved through an Action Plan adopted from time to time by the SPREP Meeting setting the strategies and objectives of SPREP. From these broad strategies and objectives, the Secretariat will prepare its more detailed programme strategies and annual work programmes and budget to support national, regional and global priorities and to assist members and itself achieve the objectives of the Action Plan.

This Action Plan was endorsed at the 15<sup>th</sup> SPREP Meeting held in Tahiti, September, 2004. The plan is intended to be the blueprint for members and the Secretariat to guide their environmental management implementation work over the Action Plan period as well as to be a useful tool for any person, organisation or development agency involved or interested in the environment and natural resource management in the Pacific islands region.

## **2. OPERATING CONTEXT**

The Pacific island countries and territories of SPREP are characterized by extremes in physical characteristics, remoteness, exposure and vulnerability. There are approximately 7 million people speaking more than 2000 different languages, living on small land masses dispersed over the large expanse of the Pacific Ocean.

Socio-economic pressures, natural and human induced hazards have exacerbated the regions vulnerabilities. The region faces a limited range of resources, dependence on imports, population growth and urbanization, threatened supplies of water, high transaction costs, costly administration and infrastructure and limited institutional capacities and domestic markets.

There are high degrees of endemism and levels of biodiversity, but relatively small numbers of species. Soils and land resources are limited in capacity and ability to accommodate development pressures. The high risks of extinction of species and degradation of ecological communities and land resources impinges on the quality of life opportunities for communities.

In the context of the Action Plan, the following main high level instruments are of particular relevance. Agenda 21, The Barbados Programme of Action for Small Island Developing States 1994, National Assessments for the Review of the Barbados Programme of Action 2003, The Johannesburg Plan of Implementation, The Pacific Island 14 Type II Umbrella Partnership Initiatives, The WSSD Type II initiatives, Regional Synthesis for the Review of the Barbados Programme of Action 2003, The Pacific Island Forum Leaders Decisions, The SPREP Meeting Official and Ministerial Decisions, national sustainable development strategies and Plans, Pacific submissions made to the conferences of the Parties of global conventions and the Millenium Development Goals.

To deliver on SPREP's mandate, this Action Plan will focus on environmental priorities towards achieving sustainable development. This will facilitate better partnering, coordination, efficient leveraging and use of financial resources and a commitment to practical implementation.

### **3. VISION**

People of the Pacific islands better able to plan, protect, manage and use their environment for sustainable development.

### **4. GOAL**

To successfully achieve the outcomes of the focus areas and the cross cutting issues in the Action Plan.

## **5. FOCUS AREAS AND OUTCOMES**

### **5.1 Natural Resources Management**

The sustainable management of natural resources and conservation of the terrestrial, coastal and marine ecosystems of the Pacific islands is an ongoing priority. This includes the conservation of the terrestrial, coastal and marine biodiversity; protection of priority threatened species and reducing the impact of alien invasive species and living modified organisms as well as enhancing capacity to meet the challenges of sustaining the ecosystems that support them. It also recognizes the links with effective management of other resources such as land, water and non-living resources.

As most land in the Pacific is communally held, the protection of critical biodiversity and the sustainable management of resources requires the involvement of resource owners and users. Lessons from the past fifty (50) years of protected area management in the region reaffirm this approach. Future ways for delivering community-targeted services will focus on capacity building and other catalytic measures where regional approaches are more cost effective. Technical and legal advice, and direct interventions will be provided in specific areas including the development of resource management planning and programme implementation and ecosystems, access and benefit sharing, traditional ecological knowledge and its protection, species and threat management and monitoring. Interventions will be in response to specific country requests, involving careful participatory planning and consultation, and for Parties to the associated multilateral environmental agreements consistent with the priorities of the relevant programmes of action.

### Relevant Instruments

National related legislation, plans, policies and assessment reports including the National Biodiversity Strategic Action Plans	SPREP/RAMSAR MOU and Joint Work Plan
Regional Action Plan on Sustainable Water Management	The Avifauna Conservation Strategy for the Pacific Region 2000
Action Strategy for Nature Conservation 2003-2007	1997 Strategic Action Programme for the International Waters of the Pacific Small Island Developing States
Invasive Species Strategy for the Pacific islands region 2000	The Convention on Nature Conservation in the South Pacific Region (Apia)
International Coral Reef Action Network Pacific Programme (ICRAN)	Pacific Umbrella Partnership on mainstreaming conservation and traditional knowledge
The Convention on Biological Diversity (CBD)	Pacific Islands Framework for Action on Conservation 2000
The Convention on the Conservation of Migratory Species (CMS)	Regional Action Plan 2003 – 2007 for Dugongs
Cartagena Protocol on the Biosafety	Regional Action Plan 2003 – 2007 for Whales and Dolphins
Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)	Regional Action Plan 2003 – 2007 for Marine Turtles
World Heritage Convention	Pacific Islands Regional Ocean Policy and Framework 2004
Convention on Wetlands of International Importance (RAMSAR)	Global Programme of Action for protection of the marine environment from land-based activities
The Wetlands Action Plan 1999	

## OUTCOMES

- **The sustainable management and conservation of terrestrial, marine and coastal resources, ecosystems and species improved, through the development of programs for sustainable development.**
- **Significant reduction of the current rate of biodiversity loss by 2010.**
- **Effective implementation of the ecosystem approach to natural resource conservation.**

### **5.2 POLLUTION PREVENTION**

Pollution is one of the major threats to sustainable development in the Pacific islands region. The trans-boundary nature of much marine pollution requires a coordinated and comprehensive approach to both assessment and control. Without adequate measures to combat the growing sources and extent of pollution, efforts to maintain healthy societies, to stimulate development and new investment and a sustainable future for its people may be significantly undermined.

Increasing quantities of solid waste, the lack of controls on chemicals imported into the region, and the lack of capacity to manage the range of pollutants are of immediate concern for Pacific island members. In addition to land-based activities, the region's coastal and marine resources are threatened by introduced marine species, ship-wrecks, marine accidents and spills, ships waste and antifouling paints on vessels.

Pollution prevention is something that needs to be addressed mainly at national and local levels, although there are also regional and global aspects. Only a very few Pacific island countries and territories have environment acts and associated regulations and even fewer have laws and regulations dealing with specific aspects of pollution such as waste management. Considerable progress has been made to address waste management issues although much work remains to be done to turn these into active programmes that can achieve on-the-ground results. A related issue is often the lack of any clear and unified approach within the government systems, with responsibilities being spread across a number of diverse and sometimes competing agencies.

## Relevant Instruments

National related legislation, plans, policies and assessment reports

Convention for the Protection of the Natural Resources and Environment of the South Pacific Region and Related Protocols, 1986 and its Dumping and Pollution Emergency Protocols

Convention to Ban the Importation into Forum Island Waste and to Control the Transboundary Movement of Hazardous Waste within the South Pacific Region 1995

Convention on the Prevention of Marine Pollution by Dumping of Wastes and Other Matter, 1972

Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal, 1989

International Convention for the Prevention of Pollution from Ships, 1973 as amended by the Protocol of 1978 relating thereto (MARPOL)

The Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade, 1998

Stockholm Convention on Persistent Organic Pollutants, 2001

The Strategic Action Programme for International Waters

Strategy and Workplan of the Pacific Ocean Pollution Prevention Programme

SPREP Pollution prevention: a 5-year strategy, 2004-2008

## OUTCOMES

- **Effective management of pollution due to waste and other land based human activities through the implementation of appropriate systems for waste disposal and treatment.**
- **PICT capabilities to manage and respond to terrestrial, atmospheric, marine pollution, hazardous waste, solid waste, sewerage and other land-based sources of pollution enhanced.**
- **Maximized reuse, recycling and reduced waste generation.**

### **5.3 CLIMATE CHANGE, CLIMATE VARIABILITY AND SEA LEVEL RISE**

Among the greatest challenges in the 21<sup>st</sup> century are the known and potential impacts of climate change and extreme weather events. While the international community has initiated steps to stabilize greenhouse gases in the atmosphere under the United Nations Framework Convention on Climate Change (UNFCCC) and its Kyoto Protocol, progress has been slow.



SPREP members have identified five main areas of work:-

First, Pacific islands urgently need to adapt to the known and potential impacts of climate change, climate variability and sea level rise and adopt concrete adaptation measures. The development and dissemination of alternative energy technologies with the aim of giving a greater share of the energy mix to renewable energies, improving energy efficiency and greater reliance on advanced energy technologies is essential to mitigation. Coordination and assistance is needed to assess and implement feasible options and access funds for the implementation of activities.

Second, meteorological and climatological capacities of PICTs need to be developed and strengthened to plan and respond to climate variability and extreme weather events.

Third, more research needs to be undertaken to understand climate variability, climate change and sea level rise through information, modeling and clearinghouse mechanisms. Such research needs to identify and assess vulnerabilities as well as impacts.

Fourth, technical/legal advisory services need to be provided to assist Pacific Island Parties implement the UNFCCC and to ensure consistency with other international processes such as the WSSD Type II initiatives and BPoA+10. As well linkages need to be made with the CBD and related instruments such as the Convention on Desertification.

Fifth concrete measures need to be taken to eliminate ozone depleting substances through the timely implementation of the Regional Strategy for the Implementation of the Montreal Protocol in Pacific island countries.

### Relevant Instruments

National related legislation, plans, policies and assessment reports.

United Nations Framework Convention on Climate Change

The Kyoto Protocol to the United Nations Convention on Climate Change

The Pacific Island Framework on Climate Change, Climate Variability and Sea Level Rise

Strategic Action Plan for the Development of Meteorology in the Pacific Islands Region

Pacific Island Global Climate Observing System (PI-GCOS) Action Plan 2003-2008

Pacific Islands Global Climate Observing System Implementation Plan (2002-2008)

Vienna Convention for the Protection of the Ozone Layer, 1985

Montreal Protocol on Substances that Deplete the Ozone Layer, 1987

London, Copenhagen, Montreal and Beijing, Amendments to the Montreal Protocol, 1990

The Third Assessment of the Intergovernmental Panel on Climate Change

Pacific islands Energy Policy and Plan

Pacific Umbrella Partnership Initiative on Adaptation.

## OUTCOMES

- **PICTs responses to the known and potential impacts of climate change enhanced through the implementation of adaptation measures.**
- **Alternative energy technologies and systems that are adequate, affordable, efficient and environmentally sound, in particular renewable energy resources, developed and used.**
- **Meteorological and climatological capacities of PICTs developed and enhanced.**
- **Improved accuracy of information, modeling and clearing house mechanisms on the effects of climate change.**
- **CFCs in PICTs banned by 2005**

### **6. CROSS CUTTING ISSUES**

The following cross-cutting areas of action are also addressed under this Action Plan to develop further the capacity of our Members to manage their environment in a sustainable manner.

#### **6.1 INTEGRATED POLICY, PLANNING AND PARTNERSHIPS**

Integrated policy, planning and delivery mechanisms are needed to implement sustainable development objectives by ensuring coordination at various levels of government including integrated community planning. These systems should encourage development that takes into consideration the short and long-term effects on the natural resources base and environmental qualities. Integrated environmental law, environmental planning and environmental impact assessment is a priority as is the development of state of the environment monitoring systems at the national level to act as a prioritizing tool to guide policy direction.

Improved National planning systems that integrate with environmental management considerations, must be assisted by frameworks for coordination and collaboration by stakeholders at the national and community levels.

Well coordinated regional advocacy across the Council of Regional Organisations of the Pacific (CROP), to the international community, will assist countries in their efforts to leverage resources and adopt mechanisms for better policy coordination and integrated decision making. Partner coordination is essential to maximize on combined efforts and resources wherever possible, and to reduce the pressure on Countries to deal with numerous partners on an individual basis only.

Improved partnering between governments, community and international stakeholders can be facilitated through the development of the Pacific Type II Umbrella Partnership/Initiatives and other such partnerships. Further to this there are many benefits to be explored through effective Public-Private Partnerships at the national level.

### OUTCOMES

- **National sustainable development strategies/frameworks developed and implemented.**
- **Integrated planning and management mechanisms and tools for sustainable development, enhanced.**
- **Collaboration and coordination, through national and regional partnerships, improved.**

#### **6.2 ENVIRONMENT MONITORING AND REPORTING**

The generation of base line data vital to effective decision making is very important. Simple but systematic reporting systems must be developed and tailored to suit key issues and indicators.

The range of tools available to PICTs to enable sound environmental decision making in the pursuit of sustainable development must be enhanced. Whilst improved integrated planning processes are extremely important, so too are the tools for identification of priorities and assessing relationships between sectors. Capacity development in this regard must include development-assessment tools to anticipate and address negative pressures, key risks and emerging threats, and to seek out sustainable development opportunities. Tools for the promotion of integrated assessment and environmental planning in a manner that mainstreams environment as part of the development process must be developed and capacity built, at the national level, for effective use.

### OUTCOMES

- **Means to monitor and report on environmental performance and socio-economic pressures on the environment improved.**
- **Tools to improve the means to respond to pressures, emerging threats and opportunities developed.**
- **Integrated assessments and planning processes accessible and available.**

### **6.3 MULTILATERAL ENVIRONMENT AGREEMENTS AND PROCESSES**

Many Pacific islands are Parties to a range of international environment related agreements and processes. Pacific island countries and territories will focus on implementation of these agreements through coordinated and synergetic approaches and the building of technical and legal capacity to assist in implementation.

The need to support and promote the development and implementation of appropriate policy, planning and regulatory frameworks of institutions is consistently highlighted as a national and regional priority. There will be a focus on local and institutional capacity building, legal, policy, practice and institutional strengthening, policy and legislation, regulations, advocacy, negotiation support, and mainstreaming the environment into national agendas.

#### **OUTCOMES**

- **Improved capacity of PICTs to manage multilateral environmental agreements and relevant regional mechanisms.**
- **PICTs capacity to meet the obligations under the Apia, SPREP, Waigani and other multilateral environmental agreements enhanced.**

### **6.4 HUMAN RESOURCES DEVELOPMENT AND TRAINING**

Increasing and improving training activities, and exchanging experiences between PICTs is central to the successful implementation of this Action Plan. Most PICTs need to strengthen the technical, institutional and human resources capabilities of their nationals.

#### **OUTCOME**

- **PICTs capacity to manage and develop its human resources improved**

### **6.5 PUBLIC AWARENESS & EDUCATION**

Improving education and public awareness activities is central to the successful implementation of this Action Plan, stressing the need to engage local communities. Assistance will be sought for advocacy, awareness raising and education.

#### **OUTCOME**

- **PICTs capacity to educate and raise awareness about environment and sustainable development improved.**

## **6.6 KNOWLEDGE MANAGEMENT**

Successful planning and implementation of environmental protection and sustainable development programmes and interventions require adequate national institutional and human capacities. A population that is well informed and aware through effective communication, and access and use of appropriate technologies and information dissemination systems, is critical to this.

There will be a focus on improving support to facilitate sustainable knowledge management in PICTs, including sharing learning and best practice, tools and guidelines, databases and directories, geographic information systems, information dissemination, national and regional clearing houses for environmental information and knowledge base of success stories.

### **OUTCOMES**

- **PICTs capacity to manage knowledge further developed and strengthened.**
- **Relevant national and regional clearinghouse mechanisms and environmental databases are established, integrated and improved.**

## **7. MEANS FOR IMPLEMENTATION**

### **7.1 SPREP Strategic Programme**

The 14<sup>th</sup> SPREP Meeting in 2003 endorsed the Secretariat's move to a programme-based approach in its operations. The Strategic Programme outlines the Secretariat's long term programme of work to address the focus areas and priorities set by the members in the Action Plan. The Strategic Programme is a living document and as such will be reviewed and amended as necessary from time to time and particularly following the five year review of the current Action Plan. Annual Work Programme for the Secretariat will be developed on the basis of the ten year Strategic Programme and the Action Plan.

### **7.2 Country Profiles**

The Action Plan is a synthesis of members' environmental and sustainable development priorities. Successful implementation depends on progress within each member country and territory. To effectively measure progress over time, SPREP members country and territory profiles will be developed. The profiles provide a template for each member to indicate progress towards achieving the outcomes of the Action Plan.

### **7.3 Harmonized Approaches**

This Action Plan highlights the importance of strengthening and broadening national and regional coordination mechanisms and the links between the two, so that multi-lateral institutions, donor/recipient countries and organisation activities and efforts are complimentary and build on past efforts.

SPREP members are Party to many international agreements that set numerous obligations and targets. The development of regional strategies, policies and plans are a way to bring international targets and goals into a regional context. In this regard a country profile against the SPREP Action Plan should, contribute significantly to assisting with national and regional reporting to the CSD and MEA's. This country profile will reduce the reporting burden, and will increase capacity for implementation, in particular at the national level. Regional reporting will also assist from the donor perspective, as this profile will provide an overview of where assistance is needed in the region and how that assistance will contribute to internationally agreed targets and conventions.

### **7.4 Partnerships**

Partnerships to collectively implement regional positions in the Pacific need to be reflective of the unique governance systems in the region. In the Pacific region, the groundwork has been started for improved partnerships and coordination through the 14 Type II Pacific Umbrella Partnership/Initiatives that were launched by Pacific Leaders at the World Summit for Sustainable Development in 2002. These partnerships aim to provide a platform for coordination of efforts, information, resources and interests, in particular, amongst regional and international partners. This coordination should lead to improved use and delivery of assistance to PICT's, avoiding duplication, partner driven interest and promoting corporate knowledge amongst all partners for long term sustainable and measurable support. At the national level these partnerships should provide a clearer picture of which donors and technical agencies involved in the region, offer the resources and technical assistance needed to meet their national priorities. SPREP is facilitating the implementation of 5 of these Type II Umbrella Partnership/Initiatives, in line with the Action Plan, covering the areas of; Waste Management, Mainstreaming Nature Conservation, Adaptation to Climate Change, Planning for Community Lifestyles and Sustainable Capacity Building.

### **7.5 Intra-Member Cooperation**

Cooperation among members to address common environmental issues is very important. Shared experiences and collaboration between countries and other relevant partners such as non-government organizations and the private sector is encouraged to implement the Action Plan.

### **7.6 Local Communities**

The active involvement of local communities in the implementation of environmental initiatives is essential, especially given the customary resource ownership, and tenure systems in the region. Whilst this is largely a national issue, the Secretariat will facilitate the development of tools for community involvement, such as planning tools, communication and awareness tools and shared experiences of successful case studies of community driven projects around the region.

### **7.7 Sustainable Financing**

To enable PICT's and the Secretariat to implement actions addressing the priorities and areas of focus identified in this Action Plan, adequate and accessible sources of finance are necessary. Members, the Secretariat, donors and the international community should work together to identify and facilitate access to the required resources. The Secretariat will assist PICTs by developing and regularly updating a general report identifying various sources of funds available from institutions such as the GEF, private foundations and other non-traditional sources. In addition the Secretariat will assist members in accessing funding for national implementation.

Cost effective regional initiatives that pool national resources to execute projects will be promoted among members.

### **7.8 Monitoring and Reporting Mechanisms**

Monitoring mechanisms to assess how countries and the Secretariat are performing at the national, regional and international level are a focus of this Action Plan. This will be achieved by the Secretariat reporting annually on achievements against its annual work programme and budget at the SPREP meeting, and the continuous update of SPREP country profiles. In addition to the Secretariat's report and members updates, reports from donor members on allocation of funding towards the Action Plan on a bilateral and regional basis will be encouraged.

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## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia

13-16 September 2004

### Agenda Item 7.1: SPREP Strategic Programmes 2004 - 2013

#### **Purpose of Paper**

1. To table the final Draft Strategic Programmes document of the Secretariat for consideration and approval by the Meeting.

#### **Background**

2. The first draft ten-year Strategic Programmes for the Secretariat was tabled at the 14<sup>th</sup> SPREP Meeting after development by the Secretariat over the previous eight or so months with the help of experts provided by Australia and New Zealand. The SPREP Meeting enthusiastically supported the Draft Strategic Programmes and endorsed it in principle for phased implementation from 2004. A final draft was to be submitted to the 15<sup>th</sup> SPREP Meeting for final decision.

3. One of the main reasons for leaving the document in draft until the 15<sup>th</sup> SPREP Meeting, was to await the review of the current and formulation of a new Action Plan for Managing the Environment of the Pacific Islands Region. This is because the Action Plan, as intended by the Leaders of the region and enshrined in the Agreement Establishing SPREP (1993), embodies the vision of the SPREP members and stakeholders for the long term management of their environment and identifies broad priorities and key areas of the regional agenda. It is imperative to ensure that the Draft Strategic Programmes help achieve the priorities and contribute to delivering the outcomes of a new Action Plan for the Pacific islands region.

#### **The Refined Strategic Programmes**

4. The review of the current and drafting of a new Action Plan by the SPREP members was completed in early June at a regional meeting and a final Draft Action Plan is being proposed for consideration and adoption by the 15<sup>th</sup> SPREP Meeting under agenda Item 6. Subsequent to the members meeting on the new Action Plan, the Secretariat management and staff have reviewed its Draft Strategic Programmes to ensure its alignment with the Action Plan priorities and outcomes. The resulting refined Draft is contained in Attachment 1. Both the narrative text and attendant logframes have undergone extensive review and improvement. As the draft Strategic Programmes is intended to be a living document, it is envisaged that more improvements would be made with actual implementation experience over the year(s) ahead.



5. As already approved by Management and in the Draft Strategic Programmes from last year's SPREP Meeting, the Secretariat's Strategic Programmes would then replace the current Secretariat Corporate Plan, once these are approved by the 15<sup>th</sup> SPREP Meeting.

### **The Realigned Organisation Chart**

6. At the 12<sup>th</sup> SPREP Meeting (Apia, 10-14 Sept. 2001), with the adoption of the current Corporate Plan, the Meeting also approved the Secretariat's preferred organization structure to implement that Corporate Plan. It was to be gradually phased in with the degree of its implementation being subject to the availability of funding (para 86, Record of 12SM). With the approved Strategic Programmes, the Secretariat will move away from a Key Result Area (KRA) based organization to a two programmes structure. It would be necessary to realign the 2001 approved organization structure to reflect this development. The 15<sup>th</sup> SPREP Meeting is asked to consider and endorse a realigned organization arrangement designed to effectively implement and deliver on the approved Strategic Programmes. The realigned structure, as recommended by the Secretariat, is annexed as Attachment 2.

### **Implications of the Realigned Structure**

7. The proposed structure is confined to realigning existing approved (from 12SM) positions to reflect the shift from KRA based operations to the two Programmes arrangement. There is one exception, and this will be addressed in more detail below. The Secretariat is proposing an additional Programme Manager to cater for the demands from the two programmes approach.

8. The Secretariat will emphasise and recall here, that as with the SPREP Meeting decision in 2001, the proposed realigned organization structure, if and when approved, is to be progressively phased in to take into account existing employment contracts, experience as the strategic programmes are being implemented and funding availability.

9. The most significant and obvious difference in the realignment from the existing structure (apart from the rearrangement of staff) to two Strategic Programmes is the redundancy of three senior positions of Coordinators for Natural Resources Management, Economic Development and Processes, respectively. These positions are currently filled through Acting arrangements because of the lack of funding to fill them substantively. The other difference, as alluded to earlier, is the Secretariat's recommendation for an additional Programme Manager position so that each Programme has a Manager.

10. The implications of the Secretariat's proposal would be the need to secure funding for an additional Programme Manager post. This additional position will combine with the existing manager post to provide the executive policy overview to guide the two strategic programmes that are broad in scope and content. Even with this addition however, the whole organization is reduced by a net of two senior positions because of the resulting redundancy for three Coordinator positions as a consequence of the move to strategic programming. With this recommended option, the scale is tipped decisively in favour of programme delivery without disadvantaging the corporate service.

### **Recommendation**

11. The Meeting is invited to:

- **consider** and **approve** the second draft of the Secretariat Strategic Programmes in Attachment 1 for immediate phased implementation; and
- **consider** and **approve** the realigned organization structure contained in Attachment 2 for immediate phased implementation as current employment contracts expire and as funding becomes available

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21 July 2004

## **SPREP's Strategic Programmes 2004 - 2013**

### **Introduction**

This document outlines the new programme-based approach that has been adopted for the SPREP Secretariat. This new approach to regional delivery is both more innovative and strategic than the project-based approach previously practiced. It provides clear, measurable indicators of the progress and impact of the Secretariat's work in the region. This is an important element of the Secretariat's efforts to encourage long-term collaboration with existing and new partners.

### **Strategic management framework**

SPREP achieves its purposes through an Action Plan that is adopted every 4 or 5 years by the SPREP Meeting. The new Action Plan will run from 2005 to 2009. The Plan is a framework for managing the environment of the Pacific islands region. It embodies the vision of SPREP members and stakeholders for the long-term management of their environment, identifying the broad priorities and focus areas of the regional agenda.

The 2005-2009 Action Plan identifies natural resources management, pollution prevention, climate change, climate variability and sea level rise as priority environment focus areas for the region in this period. The Action Plan also identifies implementation mechanisms for priority attention, the issues of integrated policy, planning and partnerships; environment monitoring and reporting; multilateral environment agreements (MEAs) and processes; human resources development and training; public awareness and education and knowledge management. Sustainable development is an overarching theme that influences everything that SPREP does.

The SPREP Secretariat develops its Strategic Programmes and annual work programmes from the Action Plan. The structure, roles and functions of the SPREP Secretariat are determined by the mandate, priority needs and expectations of its members and partners, and by the resources available to it to implement its programme of work.

SPREP's Strategic Programmes 2004 – 2013 constitute the Secretariat's strategic plan to implement the priorities of the Action Plan, as periodically revised, in accordance with its mandate and responsibilities. It sets out the Secretariat's vision, focus and values. It also describes the major strategic programmes, implementation mechanisms and business functions that the Secretariat will pursue over the medium to long term to help address the identified priorities of the region and the outcomes of the Action Plan.

## Fundamentals

SPREP's **mandate** is:

to promote cooperation in the Pacific islands region and to provide assistance in order to protect and improve the environment and to ensure sustainable development for present and future generations.

For the Secretariat, this can be paraphrased into three elements:

promote and improve cooperation with and between member countries  
provide assistance to protect the environment  
provide assistance to ensure sustainable development.

SPREP's **vision** is that:

people of the Pacific islands are better able to plan, protect, manage and use their environment for sustainable development.

In the pursuit of its mandate and vision, the Secretariat is committed to uphold these **values**:

- strengthening relations and collaboration with its members and partners;
- achieving the highest standard of professionalism and integrity;
- improving performance and impact through leadership and vision;
- improving the development and management of its human resources;
- enhancing the transparency of all its institutional policies and systems; and
- a workplace which promotes equal opportunity based on merit and performance.

SPREP's unique **focus** is:

to sustain the integrity of the ecosystems of the Pacific islands region to support life and livelihoods today and tomorrow.

Taken together, the mandate, vision, values and focus of SPREP distinguish SPREP's role and functions as the primary institution responsible for environmental affairs in the Pacific islands recognizing that maintaining natural resource capital is essential for sustainable development. The mandate and focus provide a long-term basis for setting key functional goals, give a framework for the activities of SPREP and the performance indicators that will measure its progress.

## The programme approach

The SPREP Secretariat's programme-based approach for its work is innovative and strategic. The programme approach incorporates project-based operations into a broad agenda with clear strategic goals. Distinguishing features of an effective programme are:

- broadly encompassing
- allowing progress towards the mandate to be demonstrated
- long time span – up to 10 years
- flexible and dynamic
- component-based yet can be implemented as a whole
- allowing linkages and encouraging partnerships.

A programmatic approach will enhance flexible decision-making to respond to changing circumstances, and promote stronger dialogue and interaction with partners. The advantages of this approach are that it will improve sustainability, allow greater attention to quality and increase impact.

The programmatic approach is based on broad goals that relate directly to the mandate and the Action Plan. Phased implementation of programmatic components will be designed to achieve the longer-term objectives and goal of the programmes. Outcomes from shorter-term projects influence and contribute to the development of subsequent projects designed to achieve the longer-term objectives.

Within a programme, a particular area of focus is expected to change over time, with lower level outputs delivered and goals achieved as projects are completed. Projects have finite time spans. They begin and end, and if successful accomplish a series of clearly defined objectives contributing to an overall goal. The outputs of the projects form the basis of identifiable indicators that verify the progress and impact of the immediate work towards programme goals.

Each key operational programme has the following essential elements:

- a narrative summary;
- a summary logical framework; and
- a strategic framework.

The programmes provide direction for up to 10 years. However, they are flexible so that they can accommodate changing needs, progress and developments as work proceeds. This approach is not constrained by the shorter time frame or rigid conditions of the project approach. It is deliberately designed to recognise and respond to new and emerging demands from SPREP members in their pursuit of sustainable development of the Pacific environment.

Each programme has an overall goal that addresses an aspect of the mandate. The goals are reached through the delivery of outputs, each with a series of achievements that are clearly measurable. To achieve the outputs, activities or projects are carried out to produce tangible results with demonstrable impact. These day-to-day aspects of SPREP's work are presented in the annually approved work programme and budget, which reflects the incremental efforts of the longer-term programmatic approach. This approach will provide an easier and clearer way for SPREP stakeholders to measure impact.

## **Operational Programmes**

### ***Programme 1: Island Ecosystems***

This Programme has the following goal:

Pacific islands countries and territories able to manage island resources and ocean ecosystems in a sustainable manner and that support life and livelihoods.

The Islands Ecosystems Programme focuses on sustainably managing and conserving the terrestrial, coastal and marine ecosystems of Pacific islands. It will work to conserve priority threatened species and to reduce the impact of alien, invasive species and living modified organisms. The capacities of the peoples of the islands to meet the challenges of sustaining the ecosystems that support them will be enhanced.

### ***Programme 2: Pacific Futures***

This Programme has the following goal:

Pacific island countries and territories able to plan and respond to threats and pressures on island and ocean systems.

The Pacific Futures Programme will support member countries and territories with sustainable development policies for improved environmental governance. The Programme will improve the means to monitor and report on environmental performance and socioeconomic pressures on the environment, as well as improve the understanding and strengthen the capacity of Pacific islands to respond to climate change, climate variability and sea level rise. Assisting and enhancing the island members' capabilities to manage and respond to marine pollution, hazardous waste, solid waste, sewerage and other land-based sources of pollution will be essential components of the Programme, as will be providing tools to improve the means to respond to pressures, emerging threats and opportunities through integrated assessments and planning. The development of partnership mechanisms that provide new and improved collaboration, coordination, effective implementation as well as leveraging and use of resources will be another key element of this Programme. Continued development, support and implementation of integrated regional strategies for environmental management and sustainable development will also feature in improving regional coordination.

### **Sustainable development - fundamental to SPREP's Programmes**

The three pillars of sustainable development are: biodiversity and the natural environment, economic activity, and peoples, their cultures, traditions, social situations and welfare. As well as involving these areas, all of SPREP's activities contribute to, and are guided by, the overarching objectives and principles that are necessary requirements to achieving sustainable development:

- promoting an environment that alleviates poverty, changing unsustainable patterns of production and consumption and protecting and managing the natural resource base for economic and social development;
- promoting the long-term sustainable use and development of resources for intergenerational equity;
- promoting a transparent operating environment;
- promoting and using participatory community approaches in development processes;

- promoting equal opportunities for men and women and aim to benefit all, particularly women, youth, children and vulnerable groups;
- promoting the appropriate transfer of technology and strengthening our information clearinghouse role and functions to support SPREP members;
- collaborating with other regional and international organisations, member countries, civil society, and the private sector, to strengthen efforts and develop effective partnerships;
- assisting to further build national capacity by providing professional, competent and timely policy and technical advice, institutional strengthening and human resource development support.

The components and outputs of SPREP's Strategic Programmes have also been designed to accommodate the time-bound targets and objectives of the Johannesburg Plan of Implementation (JPOI) and International Development Goals, including the Millennium Development Goals (MDGs) that Pacific island leaders have already accepted.

### **Good governance is integral to all of SPREP's work**

Effective resource management and sustainable development require good governance. To promote the principles of good governance, SPREP recognises three common elements that support the more specific and technical aspects of project and programme work, capacity building, institutional development and knowledge management.

### ***Capacity building***

Most Pacific islands are strengthening their technical, institutional and human resource capabilities. SPREP contributes to the following elements of capacity building:

- advocacy, awareness raising and education;
- training and human resource development;
- technology transfer;
- leveraging resources; and
- knowledge bases.

### ***Institutional development***

The need to support and promote the development and implementation of appropriate policy, planning and regulatory frameworks of institutions is a national and regional priority. SPREP contributes to the following elements of institutional development:

- institutional capacity building;
- legal, policy, practice and institutional strengthening;
- policy, legislation, regulations, advocacy and negotiation support; and
- mainstreaming the environment into national agendas.

### **Knowledge management**

Successful planning and implementation of environmental protection and sustainable development programmes and interventions require adequate national institutional and human capacities. This needs a population that is well informed and aware through effective communication and access and use of appropriate technologies and information dissemination systems. SPREP contributes to the following elements of knowledge management:

- technical and legal support and skilled advisers;
- sharing learning and best practice;
- tools and guidelines;
- databases and directories;
- geographic information systems;
- information dissemination;
- regional clearing house for environmental information; and
- knowledge base of what works.

### **Prioritising mechanisms**

As a guiding principle, the Agreement Establishing SPREP (1993) requires both members and the Secretariat to identify priority concerns and objectives for environment protection and sustainable development through the Action Plan, adopted from time to time by the SPREP Meeting. The Secretariat's main criteria for setting priorities include:

- direction of the SPREP Meeting;
- consistency and alignment with SPREP's mandate;
- international and regional obligations;
- alignment with national priorities;
- extent of threat to ecosystems or species;
- regional consensus for action; and
- contribution to principles of good governance.

The scale and scope of these issues affirm the need for a long-term approach.

### **Partnership**

Sustainable development in the Pacific depends on the work of many institutions and individuals at international, regional, national and community levels. SPREP works with partners at all these levels, often serving as a mechanism to link them. SPREP undertakes some activities independently. It coordinates and collaborates with other agencies and partners with an interest in the region to assist Pacific islands to protect and improve their environment, and to ensure sustainable development. By working with and through its partners, SPREP seeks to broaden and deepen its programmes and hence maximize its impact.



To implement its programme of work, SPREP collaborates with governments and administrations that are members of SPREP, in conjunction with the many organisations and individuals active in the protection of the environment and natural resources of the Pacific islands region. Intra-member collaboration also contributes to achieving the outputs of the Strategic Programmes. Key players include environment, planning and development agencies in each country and territory, natural resource management agencies, donors, community groups, local communities and resource owners, regional and international organisations, and local non-governmental organisations. The 14 Pacific Type II partnership initiatives released at the World Summit for Sustainable Development (WSSD) will in part provide the regional mechanisms for improved partnering for effective collaboration and coordination.

### **Corporate functions**

SPREP recognises the need for effective and streamlined corporate services to support the delivery of the Programmes. These services includes:

- corporate policy and planning;
- strategic leadership and managerial services;
- donor and member relations;
- financial services, management and reporting;
- human resources management and development;
- organisational performance and assessment;
- infrastructure and asset management;
- administrative services; and
- information and communication technology services.

The Secretariat is directed by a group of executives who are responsible for the operation and implementation of the many areas of corporate functions. Two areas stand out that involve collaborative efforts from across the organisation.

### *Resourcing Strategy*

SPREP receives resources from its members and primary donors, as well as direct funding from other donors and international agencies. Both SPREP and its donors will develop resourcing strategies that allow long-term commitment of funds, and the consequent flexibility and confidence, improved quality of service and greater impact for members and donors.

### *Performance Management*

The Secretariat recognizes the need for effective performance management to ensure the efficient delivery of its programmes and associated priorities and goals. The SPREP Secretariat, through its management processes, will continually assess its progress against performance indicators that are reflected in the logical framework. This approach will allow clear, analytical reporting of performance against outputs and approved work programmes. It will also enable SPREP to reflect the diversity in the region and the needs of the members and other stakeholders. Such an approach allow SPREP to indicate the programme outputs that have been achieved and the direction of continuing activities, thus making SPREP more readily accountable to its members and its donors every year.

### **Organisational structure**

The SPREP Meeting has approved an organization chart that supports the implementation of the Strategic Programmes.

### **Programme strategies**

#### **1. Island Ecosystems**

**Goal: Pacific islands countries and territories able to manage island resources and ocean ecosystems in a sustainable manner and that support life and livelihoods.**

#### **Programme rationale**

**SPREP's direction in the Islands Ecosystems Programme reflects a fundamental commitment to sustaining the livelihoods of Island peoples today and tomorrow by supporting ecosystem management and species conservation. The Islands Ecosystems programme focuses on developing the capacities of the peoples of the islands to equip them to sustainably manage and conserve the terrestrial, coastal and marine ecosystems of Pacific islands. The Programme also focuses efforts to protect priority threatened species, and to protect Pacific island countries and territories (PICTs) from invasive alien species and living modified organisms (LMOs). SPREP's core business under this programme is to address the issues of ecosystem conservation, the sustainable management of natural resources and the protection of priority threatened species from the threats of human-induced impacts, invasive species and living modified organisms. These issues require action at the community, national, regional and international levels.**

For most PICTs, the protection of critical biodiversity and the sustainable management of natural resources will inevitably involve local communities. Lessons from the past 50 years of protecting area management in the region reaffirm this approach. Building on this experience, future ways for delivering community-targeted services will focus on capacity building and other catalytic measures where the regional approach is more cost effective. Technical and legal advice, and direct interventions, will be made in specific areas, including the development of income-generating enterprises, resource management planning, ecosystem, species and threat management and monitoring. Interventions will respond to specific country requests, involving careful participatory planning and consultation. For the parties to the Convention on Biological Diversity (CBD), the work will be consistent with the priorities of National Biodiversity Strategic Action Plans. Activities will also be undertaken within the framework of the Regional Action Strategy for Nature Conservation and the roundtables mechanism.

## **Programme components**

### **1.1 Terrestrial island ecosystems**

Particularly among the high islands, important terrestrial ecosystems require continuing support to secure representative areas under robust conservation arrangements, and to promote sustainable use of resources by local communities. National efforts, and subregional or regional collaborative initiatives, targeting key terrestrial island ecosystems will be facilitated over the medium to long term.

### **1.2 Coastal and marine ecosystems**

As the dominant ecosystem of most SPREP members, coastal and marine environments will be the focus of considerable attention throughout the life of the plan. As a principal support for life and livelihoods throughout the region, community-based initiatives will continue to be the basis for much of SPREP's programme in coastal and marine ecosystems. Understanding social and economic driving factors in community decision making in relation to resource use and conservation, and empowering local communities through co-management of projects, will be critical elements of the Programme.

### **1.3. Species of special interest**

The Pacific islands have a high proportion of species that are threatened with extinction, including 14% of the region's bird species – representing 24% of the world's globally threatened species. Loss of species not only increases the vulnerability of island ecosystems to environmental disturbances but also impoverishes economies and cultures that depend on them for food, medicine and in some cases, spiritual values. The major threats to Pacific native species are invasive species, habitat loss or modification and over-harvesting. This focus area aims to protect the region's biodiversity against the threat of invasive species and living modified organisms. It also aims to ensure the maintenance of viable wild populations of species of special significance by identifying and addressing their key threatening processes.

### **1.4 People and institutions**

People and institutions, from the regional to the community level, are critical to the success of every element of this SPREP's Strategic Programmes. This component will provide an integrated, long-term approach to strengthen island members' capacities in these areas. The potential to achieve all programme goals will be enhanced by mutually beneficial partnerships with other multinational organisations, national institutions, non-government organisations, community groups and the private sector.

SPREP provides assistance to the Pacific islands through a number of general environmental management support mechanisms that cut across all technical areas. However, there are a number of very specific issues to develop essential capacities in the Pacific islands. These include the ability of Pacific islands to deal with national environmental legal frameworks, developing knowledge and information capacity, environmental education and awareness, and building capacity within countries to develop human resources and training.

## **2. Pacific Futures**

**Goal: Pacific island countries and territories able to plan and respond to threats and pressures on island and ocean systems.**

### **Programme rationale**

This Programme focuses on securing a healthy Pacific islands environment for present and future generations. Themes for the Programme include good governance - through building institutional capacity for assessment and priority setting, planning responses and the ability to monitor and anticipate the impact of pressures, and emerging threats to Pacific islands. In the medium term, threats and pressures include climate change, climate variability, sea-level rise, pollution and waste.

The Regional Action Strategy for Nature Conservation and the Pacific Islands Regional Framework on Climate Change both identify the need to mainstream biodiversity, conservation and climate change adaptation, and this approach is incorporated in the Pacific Futures Programme. Interventions will include support for the inclusion of biodiversity priorities and plans in national sustainable development strategies, through partnerships such as the Roundtable for Nature Conservation and by integrated policies and planning.

### **Programme Components**

#### **2.1 Managing multilateral environmental agreements and regional coordination mechanisms**

Many Pacific islands are parties to a range of international environment-related agreements and processes. To secure favorable outcomes, Pacific island countries (PICs) are required to maintain an active role in the development and subsequent implementation of these agreements and negotiation outcomes. To support SPREP members, the Secretariat will promote coordination at the national level, provide technical and legal advice to countries, assist in preparing conference briefing papers, identify synergies among agreements and related international processes such as the Commission on Sustainable Development (CSD) and the Barbados Plan of Action Ten Year Review (BPoA+10), and coordinate pre-conference consultations to determine regional positions. This component also addresses the need to strengthen regional legal frameworks such as the Apia, Noumea and Waigani Conventions. This component will also accommodate the development of partnerships for better collaboration, coordination and leveraging of resources through Pacific Type II Initiatives, CROP working groups and other regional mechanisms. The latter include regional strategies that are implemented by a range of partners such as the Action Strategy for Nature Conservation, Pacific Islands Regional Oceans Framework and the Pacific Islands Regional Framework on Climate Change, Climate Variability and Sea Level Rise and support to the implementation of overarching strategies such as the Regional Sustainable Development Strategy and the Pacific Plan.

## **2.2. Environment monitoring and reporting**

Ultimately, this component aims to provide PICTs with better systems to monitor environmental performance, recognising that the key to this approach is the availability of relevant information. There are two linked elements. Firstly, the lack of data vital to effective decision making has been identified as a recurring problem for most PICTs since the 1992 Rio Conference. Support for data acquisition, application and management is therefore an essential element. Secondly, to build on the outcomes of the World Summit on Sustainable Development (WSSD) and BPoA+10, work in the area of the state of the environment (SOE) will focus at the national and regional levels, to reassess and identify key issues for environmental management and sustainable development. The aim is to develop processes to monitor detrimental trends, emerging threats or identify competing policies that threaten sustainable development. Simple but systematic reporting systems will be designed with Pacific islands and tailored to suit key issues and indicators. The outcome of this work will be a reduced burden of reporting by PICs to numerous international agreements.

## **2.3. Climate change, climate variability, sea level rise and atmosphere**

Global warming is one of the world's most serious environmental problems and Pacific islands are in one of the most vulnerable regions of the world. Phenomena consistent with the anticipated adverse consequences of climate change are already a reality for Pacific islands. Serious and wide-reaching consequences of climate change included the frequency and intensity of tropical cyclones and alteration of weather patterns, extensive coastal erosion and coral bleaching, damage to coastal roads, bridges, foreshores and plantations, decreased productivity in fisheries and agriculture, droughts and the more widespread occurrence of mosquito-borne diseases.

The Secretariat will assist in building up the capacity of its members to plan and respond effectively to climate change, variability, sea level rise and its adverse impacts. The capacity of national meteorologists and climatologists will be enhanced through the coordination of the Pacific Island Global Climate Observation Implementation Plan. The Secretariat will also continue to improve the availability of relevant information for the use of its members' scientists, policy and decision makers. This particular focus will be integrated with other knowledge management systems related to the rest of the Secretariats' programmes components and linkages to relevant partners.

The Action Plan identifies climate change adaptation as a key issue in the Pacific. The Secretariat will provide support to members to access adaptation funding for adaptation projects from multilateral and bilateral sources. This support will include assistance with the planning, design and execution of pilot projects. The Secretariat will also promote activities allow countries to better adapt to climate change, such as strengthening the climate roundtable process, strengthening national climate teams, building the capacity of climate change negotiators and assisting with assessments and reporting requirements of members under the United Nations Framework Convention on Climate Change. The Secretariat will also be seeking to address mitigation options for its members by promoting abatement initiatives and pilot projects on greenhouse gases. In addition, the Secretariat will continue work on the regional strategy to eliminate ozone-depleting substances, including further work on removing these substances from member countries.

#### **2.4. Waste management and pollution control**

Pollution is one of the major threats to sustainable development in the Pacific islands region. The transboundary nature of much marine pollution requires a coordinated and comprehensive approach to both assessment and control. Without adequate measures to combat the growing sources and extent of pollution, the Pacific islands' efforts to maintain healthy societies, to stimulate development and new investment and to build a sustainable future for its people may be permanently undermined.

Immediate concerns to the Pacific island members included increasing quantities of solid waste, the lack of controls on chemicals imported into the region, and the lack of capacity to manage the range of pollutants. In addition to land-based activities, the region's coastal and marine resources are threatened by introduced marine species, shipwrecks, marine accidents and spills, ships' waste and antifouling paints on vessels. This programme component will mainly operate through technical advice and support. It will continue to evolve over time, to an even greater focus on national activities carried out under bilateral arrangements. There are some elements, such as hazardous waste disposal, where the Secretariat is directly involved in implementation, because of the technical and logistical complexities of the work.

#### **2.5. Environmental policy and planning**

The intent of environmental policy and planning is to address the causes of environmental degradation and over-exploitation through integrated government and community decision-making mechanisms. The aim is to enhance the range of tools available to PICTs to enable sound environmental decision-making in the pursuit of sustainable development. Effective decision-making through integrated policies and planning is the primary theme. Capacity development will assist with providing development-assessment tools to anticipate and address negative pressures, key risks and emerging threats, and to seek out sustainable development opportunities. There will also be the promotion of integrated assessment and environmental planning platforms for PICTs - to bring together the above two aspects in a manner that mainstreams environment as part of the development process. This area also assumes that the implementation of National Sustainable Development Strategies will integrate country priorities as identified in National Biodiversity Strategic Action Plans or similar mechanisms.

## SPREP's Programme structure

<b>Programme 1: Island Ecosystems</b> Goal: Pacific islands countries and territories able to manage island resources and ocean ecosystems in a sustainable manner and that support life and livelihoods			
<b>Components</b>			
1.1 Terrestrial ecosystems management	1.2 Coastal and marine ecosystem management	1.3 Species of special interest	1.4 People and institutions
<b>Objectives</b>			
Promote and support the sustainable management and conservation of terrestrial ecosystems	Promote and support the sustainable management and conservation of coastal and marine ecosystems	Promote and foster conservation of island biodiversity	Equip people and institutions of Pacific island countries and territories with capacity to manage their own environmental development
<b>Outputs</b>			
1.1.1 Key terrestrial ecosystems conserved 1.1.2 Increased use of sustainable approaches in the management of natural resources	1.2.1 Key coastal and marine ecosystems conserved 1.2.2 Integrated coastal management enhanced	1.3.1 Threatened species managed and conserved 1.3.2 Threat posed by invasive species reduced 1.3.3 Effective management of migratory populations 1.3.4 Threat posed by living modified organisms reduced	1.4.1 Human resource development (HRD) strategies in environment departments developed and implementation supported 1.4.2 Regional and national environmental education, communications and awareness strategies developed and implementation supported 1.4.3 Regional and national environment knowledge, management capacity, clearinghouses and information strategies developed and implementation supported

**Programme 2: Pacific Futures**  
**Goal: Pacific island countries and territories able to plan and respond to threats and pressures on island and ocean systems**

**Components**

2.1 Multilateral environmental, international agreements and regional coordination mechanisms	2.2 Environment monitoring and reporting	2.3 Climate change and atmosphere	2.4 Waste management and pollution control	2.5 Environmental planning
<b>Objectives</b>				
Increase PICTs capacity to manage MEAs and other relevant regional mechanisms and international agreements	Improve means to monitor and report on environmental performance and socioeconomic pressures on the environment	Improve PICTs' understanding of and strengthen their capacity to respond to climate change, climate variability and sea level rise	Assist and enhance the PIC capabilities to manage and respond to marine pollution, hazardous waste, solid waste, sewerage and other land-based sources of pollution	Provide tools to improve the means to respond to pressures, emerging threats and opportunities through integrated assessment and planning processes
<b>Outputs</b>				
<p>2.1.1 Management of multilateral environment agreements (MEAs) and relevant international agreements/regional coordination mechanisms by PICTs supported and improved</p> <p>2.1.2 Implementation of the Apia, Noumea and Waigani Conventions supported</p> <p>2.1.3 Development of PIC national environmental legislation to meet MEAs obligations supported</p>	2.2.1 National & regional capacity for State of Environment (SOE) reporting enhanced	<p>2.3.1 National meteorological and climatological capacities strengthened</p> <p>2.3.2 Climate information consolidated and available</p> <p>2.3.3 Measures to adapt to the impacts of climate change strengthened</p> <p>2.3.4 Mitigation options promoted and response measures strengthened</p> <p>2.3.5 Ozone-depleting substances (ODS) phase out supported</p>	<p>2.4.1 Control of marine pollution by PICTs supported</p> <p>2.4.2 Management of hazardous substances and waste in PICTs supported</p> <p>2.4.3 National Implementation Plans (NIPs) for Stockholm Convention produced</p> <p>2.4.4 Management of solid and liquid waste in PICTs supported</p>	<p>2.5.1 EIA and strategic environmental planning tools and mechanisms used by PICTs</p> <p>2.5.2 Implementation of national sustainable development strategies to mainstream environment into national planning processes supported</p>



## Logical framework of SPREP's Strategic Programmes

Programme 1 Island Ecosystems		
Goal: Pacific Islands countries and territories able to manage island and ocean ecosystems in a sustainable manner and that supports the life and livelihoods		
ID	Outputs	Verifiable indicators
<b>1.1. Terrestrial ecosystems management</b>		
<b>Objective: Promote and support the sustainable management and conservation of terrestrial ecosystems</b>		
1.1.1	Key terrestrial ecosystems conserved	Existing conservation areas, special management areas and protected areas effectively managed New conservation areas, special management areas and protected areas established Community-based management programmes in place
1.1.2	Increased use of sustainable approaches in the management of natural resources	Model sites demonstrating the benefits of sustainable resource management established Increased awareness at national and local level of need and mechanisms for sustainable resource management Traditional management practices incorporated into natural resource management initiatives. Community-based natural resource management programs in place
<b>1.2. Coastal and marine ecosystem management</b>		
<b>Objective: Promote and support the sustainable management and conservation of coastal and marine ecosystems</b>		
1.2.1	Key coastal and marine ecosystems conserved	Key threatened coastal and marine ecosystems identified and regional and national strategies to conserve them developed, supported and implemented Existing marine conservation areas, special management areas and protected areas effectively managed New marine conservation areas, special management areas and protected areas established Community-based natural resource management programs in place.
		Total area of critical coastal/marine ecosystems under effective management Regional and national networks of marine protected areas Additional conservation areas, special management areas and marine protected areas established against 2003 baseline Reports/community surveys/project performance reviews.

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**Programme 1: Island Ecosystems**

**Goal:** Pacific islands countries and territories able to manage island and ocean ecosystems in a sustainable manner and that supports the life and livelihoods

ID	Outputs	Verifiable indicators	Means of verification
1.2.2	Integrated coastal management enhanced	Pilot sites and demonstration activities for "best practice" coastal management  National and regional integrated coastal management policy assisted  Alternative and/or supplementary livelihoods for coastal people established.	No. of national /local coastal management plans in place.  No. of communities/PICTs with integrated coastal management policies.  No. of successful alternative income initiatives documented

**1.3. Species of special interest**

**Objective: Promote and foster conservation of island biodiversity**

1.3.1	Threatened species managed and conserved	Existing regional bird conservation strategy supported and implemented  Data and documentation on Regional summary of threatened species status, distribution and key threats available and used.  Key endangered species recovery plans developed, supported and implemented  Key sites supporting aggregations of threatened species/ecosystems identified and major threats identified and addressed  Regional and national action plans for dugongs, cetaceans (whales and dolphins) and turtles developed, supported and implemented	No. of countries and agencies implementing regional and national strategies and plans.  No. of regional summaries of Pacific threatened species available  No. of species recovery plans being used  No. of Pacific endemic species on IUCN's list of threatened species.  No. of new regional and national action plans for key groups
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<b>Programme 1. Island Ecosystems</b>			
<b>Goal: Pacific islands countries and territories able to manage island and ocean ecosystems in a sustainable manner and that supports the life and livelihoods</b>			
<b>ID</b>	<b>Outputs</b>	<b>Verifiable indicators</b>	<b>Means of verification</b>
1.3.2	Threat posed by invasive species reduced	<p>Regional invasive species strategy revised, supported and implemented.</p> <p>National invasive species programmes and strategies developed and implemented</p> <p>Regional Strategy on Shipping Related Invasive Marine Species formulated</p> <p>Tools and techniques to address key Pacific invasive species developed and shared</p> <p>Regional and national capacity to prevent, quickly respond to, control and eradicate invasive species strengthened</p> <p>New invasive species problems identified, recorded, and addressed, especially marine invasives</p>	<p>No of countries actively participating in implementing the regional strategy</p> <p>No. of national invasive species plans and coordinating groups in place</p> <p>Level of investment by partners in the strategy.</p> <p>Level of engagement of non-biodiversity sector in the issue</p> <p>Regional strategy on shipping related invasive marine species completed and approved</p> <p>Reports of country training courses held</p> <p>No. of specific invasive species issues being addressed</p>
1.3.3	Effective management of migratory populations	<p>Regional mechanisms and action plans developed for key localities or species</p> <p>Key migratory species habitat identified and included in management agreements</p>	<p>Proportion of key areas and species provided for under plans or mechanisms</p> <p>No. of cooperative agreements between countries and agencies.</p> <p>No. of habitat areas identified and under agreed management</p>
1.3.4	Threat posed by living modified organisms (LMOs) reduced	<p>Regional and national capacity for regulating cross-boundary movement of LMOs strengthened</p>	<p>No. of countries with LMO regulatory plans</p>
<b>1.4. People and institutions</b>			
<b>Objective: Equip people and institutions of Pacific island countries and territories with capacity to manage their own environmental development</b>			
1.4.1	Human resource development (HRD) strategies in environment departments developed and implementation supported	<p>Environment departments implementing national HRD strategies and training plans</p>	<p>No. of countries implementing HRD strategies and training plans</p>

**Programme 1: Island Ecosystems**  
**Goal: Pacific Islands countries and territories able to manage island and ocean ecosystems in a sustainable manner and that supports the life and livelihoods.**

ID	Outputs	Verifiable indicators	Means of verification
1.4.2	Regional and national environmental education, communications and awareness strategies developed and implementation supported	<p>Countries effectively participating in the education and awareness regional strategy</p> <p>Countries implementing national education and awareness strategies based on the regional educational strategy.</p> <p>Environmental/sustainable development issues integrated into national school curricula</p> <p>Countries participating in regional environmental communication strategy</p>	<p>No. of countries actively participating in the regional strategy</p> <p>No. of countries adopting National environmental education and awareness plans</p> <p>No. of countries with school curricula integrating environmental/sustainable development issues</p> <p>No. of education/awareness materials produced and available for school use at national level</p> <p>No. of environmental communication strategy activities implemented</p> <p>No. of SPREP information resources accessed.</p> <p>No. of SPREP information and communications products produced, distributed and accessed.</p>
1.4.3	Regional and national environment knowledge management capacity, clearinghouses and information strategies developed and implementation supported	<p>Countries effectively implementing integrated national clearinghouses.</p> <p>Countries operating effective environmental information resource centres</p> <p>Regional clearinghouse related to sustainable development issues effectively operating.</p>	<p>No. of countries with integrated national clearinghouses.</p> <p>No. of countries with operational information resource centres</p> <p>No. of PICTs participating in regional clearing house related to sustainable development issues.</p>

Programme 2. Pacific Futures			
Goal: Pacific Islands countries and territories able to plan and respond to threats and pressures to island and ocean systems			
ID	Outputs	Verifiable indicators	Means of verification
<b>2.1. Multilateral environmental, international agreements and regional coordination mechanisms</b>			
<b>Objective: Increase PICTs capacity to manage MEAs and other relevant regional coordination mechanisms and international agreements</b>			
2.1.1	Management of multilateral environmental agreements (MEAs) and relevant international agreements /regional coordination mechanisms by PICTs supported and improved.	<p>Coordinated systems to negotiate, ratify and implement MEAs effectively operating in PICTs</p> <p>Coordinated systems to ensure inter-linkages and synergies between MEAs and relevant international agreements strengthened in PICTs.</p> <p>Incorporation of Pacific environmental priorities into International agreements and coordination mechanisms negotiations facilitated.</p> <p>Develop and support partnerships which provide new and improved collaboration, coordination, effective implementation as well as leveraging and use of resources.</p> <p>Integrated regional strategies implemented and supported. (eg. Pacific Plan, Regional Sustainable Development Strategy, PIROF and Action Strategy for Nature Conservation)</p>	<p>No. of PICTs with coordination systems for MEA and relevant international agreements</p> <p>No. of PICTs with coordinational systems for interlinkages and synergies between MEAs</p> <p>No. of international agreements and coordination mechanisms outcomes reflecting Pacific environment priorities.</p> <p>No. of new partners and additional resources directed to the national level</p> <p>No. of regional strategies implemented</p>
2.1.2	Implementation of the Apia, Noumea and Waigani Conventions supported	<p>PICTs fulfil reporting and other obligations under the Apia, Noumea and Waigani Conventions</p> <p>Waigani/Basel regional training center established</p> <p>PICTs ratify the Apia, Noumea and Conventions</p>	<p>No. of PICTs producing national reports</p> <p>Waigani/Basel Centre operational</p> <p>No. of additional parties ratifying or acceding to the Apia, Noumea and Waigani Conventions.</p>
2.1.3	Development of PIC national environmental legislation to meet MEAs obligations supported.	Countries enacting national legislations	No. of countries with national legislations completed

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**Programme 2. Pacific Futures**

**Goal: Pacific Islands countries and territories able to plan and respond to threats and pressures to island and ocean systems**

ID	Outputs	Verifiable indicators	Means of verification
<b>2.2. Environment monitoring and reporting</b>			
<b>Objective: Improve means to monitor and report on environmental performance and socioeconomic pressures on the environment</b>			
2.2.1	National and regional capacity for state of the environment (SOE) reporting enhanced	Key environment and sustainable development indicators used by PICTs to show trends and pressures on the environment Integrated information systems used by PICTs to assist SOE & environmental planning	No of PICTs producing SOEs using environment and sustainable development indicators No of PICTs developing integrated resource inventory systems
<b>2.3. Climate change, climate variability, sea level rise and atmosphere</b>			
<b>Objective: Improve PICTs' understanding of and strengthen their capacity to respond to climate change, climate variability and sea level rise</b>			
2.3.1	National meteorological and climatological capacities strengthened	National Meteorological implementation plans supported Pacific Island -Global Climate Observation Systems project (PI-GCOS) made operational Annual Regional Meteorological Services Directors Meetings able to operate effectively	No. of projects funded and operational No. of projects supported and funding identified Meeting Reports and decisions implemented.
2.3.2	Climate information consolidated and available	Regional Clearinghouse mechanism of climate issues relevant to Pacific region further developed with links to national, regional and global initiatives	Clearinghouse Mechanism and database operational and partnership links established

## Programme 2. Pacific Futures

## Goal: Pacific Islands countries and territories able to plan and respond to threats and pressures to island and ocean systems

ID	Outputs	Verifiable indicators	Means of verification
2.3.3	Measures to adapt to the impacts of climate change strengthened.	<p>Pilot adaptation projects in PICTs instituted</p> <p>Proposal for Capacity Building for Climate Change Adaptation finalized and implemented</p> <p>Vulnerability and Adaptation Initiative-Pilot projects commenced</p> <p>Regional adaptation financing facility established</p> <p>Assistance to Second National Communications provided</p> <p>Climate Change Roundtable operational</p>	<p>No. of Project completed</p> <p>Proposal approved and implemented in PICTs</p> <p>Adaptation pilots operational</p> <p>Regional financing facility operational</p> <p>No. of PICTs with Second National Communications completed</p> <p>Roundtable reports and inventories</p>
2.3.4	Mitigation options promoted and response measures strengthened	<p>National and regional assessments on the removal of barriers to the adoption of renewable energy completed and adopted</p> <p>Technology needs Assessments developed</p> <p>Clean Development Mechanism materials developed</p>	<p>Medium size project completed Assessment reports</p> <p>No. countries with technology transfer needs assessment frameworks operational</p> <p>Simplified guide for PICTs completed and Pilots operational</p> <p>Guide completed</p>
2.3.5	Ozone-depleting substances (ODS) phase out supported	<p>Regional Strategy to Eliminate Ozone Depleting Substances implemented</p>	<p>No. of countries with National Ozone Units</p> <p>No. of PICTs with refrigeration technician trained</p> <p>Regulations in place Reduction of ODS emissions through use of alternative technologies,</p> <p>No. of PICTs with Bans on ODS imports and regional clean up programme from 2005 – 2008 promoted on the removal of waste ozone-depleting substances.</p>

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**Programme 2. Pacific Futures**

**Goal: Pacific Islands countries and territories able to plan and respond to threats and pressures to island and ocean systems**

ID	Outputs	Verifiable indicators	Means of verification
<b>2.4. Waste management and pollution control</b>			
<b>Objective: Assist and enhance the PIC capabilities to manage and respond to marine pollution, hazardous waste, solid waste, sewerage and other land-based sources of pollution</b>			
2.4.1	Control of marine pollution by PICTs supported.	<p>Marine spill contingency plans and responses completed</p> <p>Environmental management of ports supported/improved</p> <p>Guidelines for the environmental management of ports developed</p> <p>Marine pollution from wrecks addressed</p>	<p>No. of PICTs completing marine spill contingency plans and responses</p> <p>No. of guidelines completed and endorsed</p> <p>No. of designated ships' regional waste reception centres in place and operating.</p> <p>Wrecks database completed and made available</p>
2.4.2	Management of hazardous substances and waste in PICTs supported.	<p>Persistent organic pollutants (POPs) removed from region.</p> <p>Guidelines for proper chemical management development and distributed with associated in-country training.</p> <p>Stockholm Convention NIPs developed/completed</p>	<p>No. of countries from which POPs are removed.</p> <p>No. of countries with improved chemical management mechanisms established</p> <p>No. of countries with completed NIPs</p>
2.4.3	National Implementation Plans (NIPs) for Stockholm Convention produced	<p>National personnel trained on management of solid waste</p> <p>Landfill facilities and management in PICTs improved</p> <p>Community-based waste management pilot projects established.</p> <p>Regional guidelines on improved waste disposal plans developed</p> <p>National waste management policies developed.</p>	<p>No. of PICTs with improved solid waste management skills</p> <p>No. of pilot Community-based waste management projects successfully completed.</p> <p>International Waters Project reports.</p> <p>No. of PICTs adopting the regional strategy to develop national waste management plans</p> <p>No. of countries with national waste management policies implemented</p>
2.4.4	Management of solid waste in PICTs supported		



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Programme 2. Pacific Futures		
Goal: Pacific Islands countries and territories able to plan and respond to threats and pressures to island and ocean systems		
ID	Outputs	Verifiable indicators
Means of verification		
<b>2.5. Environmental policy and planning</b>		
<b>Objective: Provide tools to improve the means to respond to pressures, emerging threats and opportunities through integrated assessment and planning processes</b>		
2.5.1	EIA and strategic environmental planning tools and mechanisms used by PICTs	Promotion, awareness and training in EIA and integrated systems for planning provided Framework for assessing linkages between trade, investment and environmental implications provided
2.5.2	Implementation of national sustainable development strategies to mainstream environment into national planning processes supported.	No. of governments institutionalising EIA and environmental planning provisions in government instruments No. of case study outputs and toolkits distributed and used by PICTs No. of PICTs with National sustainable development strategies implemented No. of countries with national sustainable development strategies integrating natural resource management and climate change objectives.

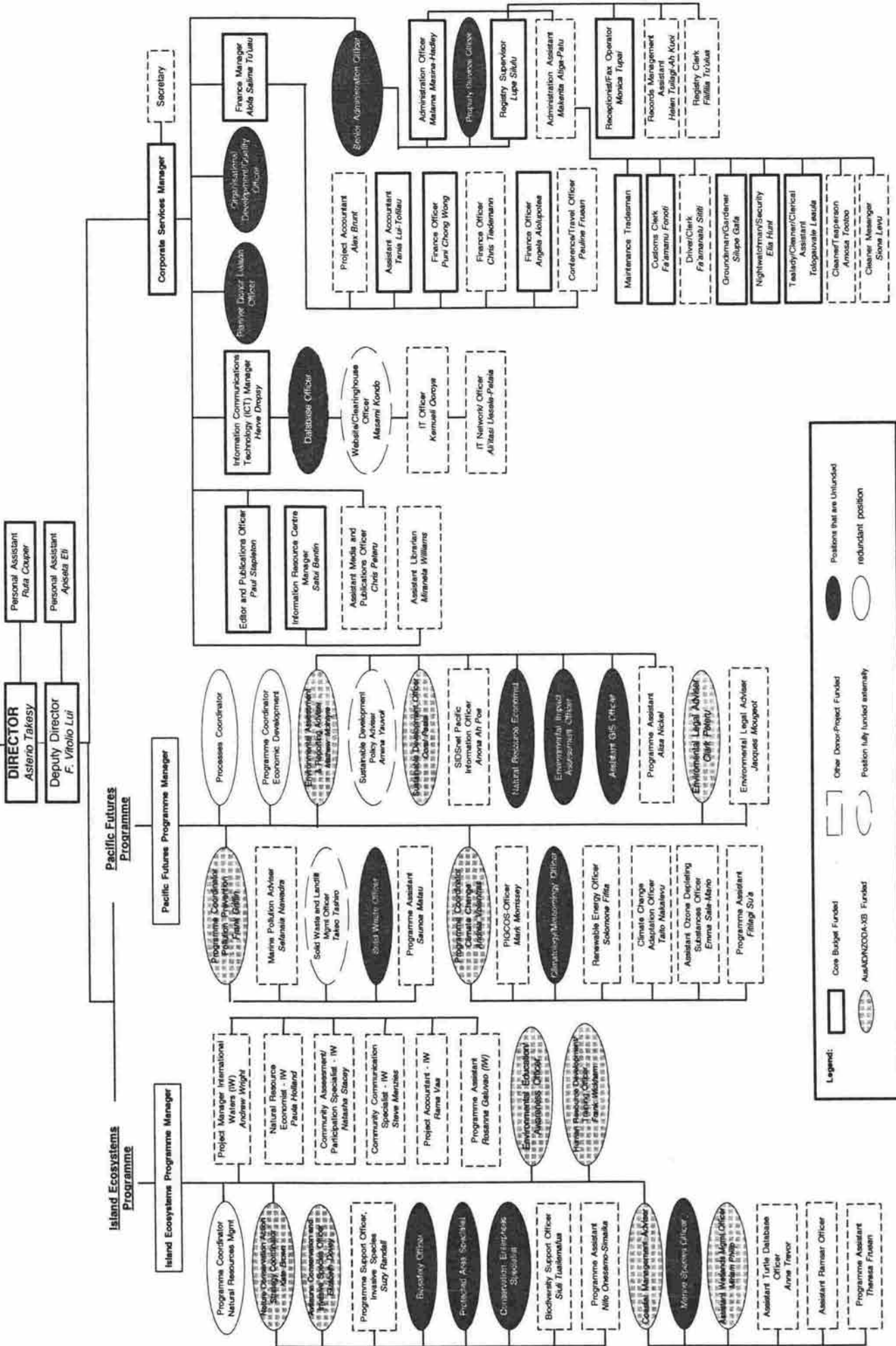
## Executive Management and Corporate Support

### Goal

To ensure that effective policies and services are in place to support delivery of secretariat strategic programmes and an efficient and effective organisation

Component	Information and Communication	Finance	Administration
<p>To provide improved performance through leadership and vision</p> <p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>SPREP Meetings properly serviced</li> <li>Consultation with members</li> <li>Donor Liaison maintained and improved</li> <li>Regional Coordination and International coordination enhanced</li> <li>Secretariat managed in efficient and effective manner</li> </ul>	<p>To provide secure and usable information and communication systems</p> <p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>Corporate and programme databases managed</li> <li>Archive systems developed and maintained</li> <li>Access to library services provided, maintained and facilitated</li> <li>Publications, awareness and education materials produced and distributed</li> <li>ICT services support for the Secretariat provided</li> <li>ICT risk management process developed and maintained</li> </ul>	<p>To provide transparent, accountable and timely financial information and reporting</p> <p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>Accurate and timely financial statement presented to SPREP Meeting</li> <li>Accurate and timely financial reports provided to donors</li> <li>Accurate and timely management financial reports provided to directorate and programmes</li> <li>Integrated financial risk management processes provided</li> </ul>	<p>To ensure effective staff resource management and administration systems</p> <p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>Recruitment, induction and welfare of staff managed</li> <li>Staff performance management systems in place</li> <li>Secretariat's infrastructure and assets managed</li> </ul>

# SPREP MEETING



**Legend:**

- Core Budget Funded
- AusAID/2004-03 Funded
- Other Donor/Project Funded
- Position fully funded externally
- Positions that are Unfunded
- redundant position



## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia

13-16 September 2004

### Agenda Item 7.2: Resourcing Strategy

#### Purpose of Paper

1. To provide the Meeting with an update on the efforts by the Secretariat since the 14<sup>th</sup> SPREP Meeting to further advance the concept of its Resourcing Strategy tabled and endorsed last year.

#### Background

2. The 14<sup>th</sup> SPREP Meeting discussed the financial security of SPREP in association with the Meeting's consideration of the draft Strategic Programmes and the planned review of the Action Plan for Managing the Environment in the Pacific Islands Region that was scheduled for 2004.

3. In relation to the draft Resourcing Strategy, the Meeting noted the relationship between the Secretariat's core budget and extra-budgetary sources of assistance and the historical reliance on relatively few sources of external support. The Meeting supported the suggestion that the Secretariat research possibilities for expanding the support base for SPREP's work, strengthen existing ones and forge new partnerships that could contribute to longer-term financial security.

4. This paper provides an update on developments in relation to the Resourcing Strategy.

#### Summary of initiatives

4. Since September 2003, SPREP Management has taken the opportunity to discuss the concepts presented in the draft Resourcing Strategy at the 14<sup>th</sup> SPREP Meeting to a large number of stakeholders such as Japan, Australia, New Zealand, Peoples Republic of China, United States of America, France, the European Community, GEF, ADB, UNDP, UNEP and a number of NGOs. The initiative has generally been well received and has produced some modest results.

5. Further elaboration of the Resourcing Strategy has to await the adoption of the new Action Plan and subsequently the Strategic Programmes. With these two documents, the Secretariat is armed with significant assets to market to a broad range of existing and potential new stakeholders in SPREP.

6. In order to market SPREP as the preferred partner in its areas of comparative advantage in the Pacific Islands region, following adoption of the Strategic Programmes, the Action Plan and the realigned structure, some further refinement of the Resourcing Strategy will take place. The recommended realignment of the Secretariat will have some direct bearing on the implementation of the Resourcing Strategy.

### **Proposed implementation arrangements**

7. The Secretariat will further the initial dialogue with partners and engage new ones, at the same time it will explore ways to improve its fund raising capabilities and communication with SPREP's stakeholders. This will entail upgrading existing skill levels and filling relevant budgeted positions that would directly support our resourcing efforts. Management will need to focus more attention and resources on the Resourcing Strategy than before. To this end the Secretariat welcomes the views and direction of the members.

### **Recommendation**

8. That the SPREP Meeting:

- **note** the status of the Secretariat's Resourcing Strategy for the Organisation; and
- **provide guidance** in relation to further progressing the Resourcing Strategy



## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia

13-16 September 2004

### Agenda Item 8.1: Triennial CROP Remuneration Review on Professional Staff

#### Purpose of Paper

1. To inform the SPREP Meeting of the findings of the Review and seek its approval of the application of the review recommendations to the SPREP Secretariat.

#### Background

2. Since the mid-1980s, the review and setting of salaries, benefits and other terms and conditions of service for professional staff of regional (CROP) organizations [except for USP and Fiji School of Medicine (FSM)] had been done collectively on the recognition that they recruit largely from the same market and to avoid bidding each other up on salaries and benefits. These reviews are done every three years.
3. The last CROP review was completed and decided upon by CROP governing councils in 1999/2000 and implemented in January 2001 except for SPREP, which being the last CROP agency to have its annual meeting, had the review results implemented in January 2002. At that review the reviewer and the CROP Remuneration Working Group recommended and all the governing bodies agreed, that the comparator market for CROP professional staff would be the median of the Australian Public Service (APS) market. The next triennial review was due last year and was commissioned about mid year and the final draft report of the Reviewers (Mercer) was available in November 2003.
4. The consultant's report highlighted two significant issues:
  - i. the base salaries of CROP professional staff were significantly lower (by between 14% and 32%) than the equivalent positions in the approved APS comparator market; and
  - ii. the continued downward trend of the SDR exchange rates against currencies of most of the CROP host countries over the past two years had resulted in a serious negative impact on the take home salary of CROP professional staff.

5. The first two CROP agencies governing bodies to which the report and its findings was presented was the Forum Officials Committee (FOC) meeting held in the second week of November 2003 and the SPC's Conference held a week earlier. Both governing bodies decided that given the significance of the issues raised in the reviewer's report and the little time afforded members by its late completion to comprehensively assess its implications, the matter be referred to the CROP Remuneration Working Group (CRWG) for detailed examination and recommendations. The Working Group comprised of Forum and other member countries represented in Fiji [Australia, Federated States of Micronesia, Fiji, France, Kiribati, Nauru, New Zealand (Chair) Papua New Guinea, Tuvalu and United States of America] while CROP agencies (PIFS, FFA, SPBEA, SPC SOPAC and SPREP) participate as observers.

6. In referring the matter to the CRWG, the two governing bodies, in consideration of the significant negative impact on professional staff salary of the two major issues referred to in paragraph 4 above, also decided to award to the professional staff of the Forum Secretariat and SPC a 5% across the board interim salary increase effective from 1 January 2004 while the results of the CRWG work is being awaited. In the following weeks to the SPC and FOC meetings the governing bodies of South Pacific Board for Educational Assessment (SPBEA) and South Pacific Applied Geo-science Commission (SOPAC) did similarly for the staff of these two agencies. And in May this year, the governing body for Forum Fisheries Agency (FFA) likewise awarded the 5% increase to FFA staff backdated to 1 January 2004.

7. The increase was on the basis, that it was interim for one year and that it would not be passed to members via any increase in contributions but financed by secretariats through savings and implementing various efficiency measures.

8. Only SPREP now remains to address this and it is strongly recommended that the SPREP Meeting approve the application of the once only 5% across-the-board increase to SPREP professional staff effective 1 January 2004. This would be consistent with the letter and spirit of CROP terms and conditions harmonisation exercised since the mid-1980's. SPREP professional staff had also been similarly negatively impacted by both the erosion on earnings due to the creeping SDR devaluation and the significant slide against the APS as other CROP colleagues. This recommendation is made on the basis that it would not affect membership contributions. The Secretariat, as with other CROP agencies, would ensure the cost would be absorbed in normal secretariat operational costs through efficiency gains and appropriate savings through rationalising administrative expenditures.

9. Total cost is estimated to be USD65,654 for the whole year of which USD23,012 relates to core funded positions and the balance of USD42,642 relate to positions funded by various donor projects. .

## CRWG Report

10. The full report of the CRWP together with its Summary of Recommendations is annexed as Attachment 1. The Secretariat supports all fifteen (15) recommendations except for Recommendation 16 which applies only to the Forum Secretariat. These are listed below:

### Summary of Recommendations

***Recommendation 1:***

Efficiency gains should be fully exploited by CROP agencies before any requests for increases in Member contributions are considered by Governing Bodies.

***Recommendation 2:***

The CROP Harmonisation and Remuneration Guiding Principles and Strategies, as presented in Annex I, be adopted.

***Recommendation 3:***

CROP agencies should continue to use the SDR to denominate salary scales and should adopt the stabilisation mechanism described (refer paragraph 18), effective from 1 January 2005. Further compensatory payment for exchange rate fluctuations, such as the 5% one-off temporary adjustment approved for 2004, was no longer necessary.

***Recommendation 4:***

In the case of an unpredictable event that significantly impacts on exchange rates, CROP agencies should immediately investigate and implement appropriate remedial action.

***Recommendation 5:***

The median of the APS no longer be used as the comparator market for professional staff and Australia (public service sector), Fiji (all organisations) and New Zealand (public service sector) markets be established as reference markets.

***Recommendation 6:***

Annual tracking of the reference market data and analysis of CROP recruitment, retention and other data for monitoring CROP salary scales should be undertaken.

***Recommendation 7:***

Data from all three markets should be reviewed by a CROP agency working group annually and submitted to the CROP Heads meeting. If a recommendation for a salary increase is the result of this annual review, the recommendations should be presented to Pre-Forum FOC and subsequently other CROP Governing Bodies.



***Recommendation 8:***

The currency for comparison of reference markets should be the SDR and the appropriate exchange rate to be used for the conversion from the reference market currency to SDR should be the average for the month falling at the end of the period for which the market data is relevant.

***Recommendation 9:***

A 5% increase should be applied equally across the CROP professional staff salary scale effective from 1 January 2005. Movement of staff into the new salary scale will be subject to satisfactory performance except for some agencies in the transition year 2005.

***Recommendation 10:***

In order to contribute to the cost of the 5% increase in the salary scale, CROP agencies should continue to achieve ongoing efficiency and productivity gains.

***Recommendation 11:***

In future any increases to the salary scale should be applied differentially across the grades.

***Recommendation 12:***

CROP agencies through their Governing Bodies encourage Members to consider more favourable taxation arrangements for their staff.

***Recommendation 13:***

The tax exempt status of many CROP agency staff be considered in the annual examination of relativities between the CROP salary scale and the reference markets.

***Recommendation 14:***

The CROP harmonised remuneration arrangements as attached in Annex VI and VII be adopted.

***Recommendation 15:***

On the matter of the application of the six year rule to the other CROP agencies the Working Group seeks further clarification.

11. The cost of implementing Recommendation 9 on the 5% across the professional staff scale would be similar to the cost for the once off 5% adjustment for 2004 in paragraph 9 above a total of USD67,534 for the whole year of which USD23,768 related to core funded staff and USD43,766 relate to programme funded staff.

**Recommendation**

12. The SPREP Meeting approves:

- a once off 5% increase for SPREP professional staff for 2004 to be effective from 1 January 2004 on the basis that it would not be funded through a membership contributions increase;
- all fifteen (15) recommendations of the 2004 CRWG report including a 5% equal increase across the CROP and SPREP professional staff salary scale effective from 1 January 2005, and
- the stabilisation mechanism described below also to be effective from 1 January 2005:

**Stabilisation Mechanism**

- A floor and ceiling to be set, between which salaries would be paid at the rate of exchange of the SDR and the currency of payment applicable at the time. The floor and ceiling would be set at 5% below and above a reference point. If the actual SDR exchange rate falls below the floor, the floor rate would be used to calculate salaries, and if the actual rate rose above the ceiling, then the ceiling rate would be used. In order to avoid daily fluctuations, the SDR exchange rate used in calculating actual pay will be a monthly average immediately prior to the day the pay is calculated.
- The reference point would be the average SDR exchange rate of the twelve months to December of the previous year, which would be recalculated annually to apply from 1 January.

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5 July 2004

# **Report of the CROP Harmonisation Working Group**

**June 2004**

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## Summary of Recommendations

**Recommendation 1:**

Efficiency gains should be fully exploited by CROP agencies before any requests for increases in Member contributions are considered by Governing Bodies.

**Recommendation 2:**

The CROP Harmonisation and Remuneration Guiding Principles and Strategies, as presented in Annex I, be adopted.

**Recommendation 3:**

CROP agencies should continue to use the SDR to denominate salary scales and should adopt the stabilisation mechanism described (refer paragraph 18), effective from 1 January 2005. Further compensatory payment for exchange rate fluctuations, such as the 5% one-off temporary adjustment approved for 2004, was no longer necessary.

**Recommendation 4:**

In the case of an unpredictable event that significantly impacts on exchange rates, CROP agencies should immediately investigate and implement appropriate remedial action.

**Recommendation 5:**

The median of the APS no longer be used as the comparator market for professional staff and Australia (public service sector), Fiji (all organisations) and New Zealand (public service sector) markets be established as reference markets.

**Recommendation 6:**

Annual tracking of the reference market data and analysis of CROP recruitment, retention and other data for monitoring CROP salary scales should be undertaken.

**Recommendation 7:**

Data from all three markets should be reviewed by a CROP agency working group annually and submitted to the CROP Heads meeting. If a recommendation for a salary increase is the result of this annual review, the recommendations should be presented to Pre-Forum FOC and subsequently other CROP Governing Bodies.

**Recommendation 8:**

The currency for comparison of reference markets should be the SDR and the appropriate exchange rate to be used for the conversion from the reference market currency to SDR should be the average for the month falling at the end of the period for which the market data is relevant.

**Recommendation 9:**

A 5% increase should be applied equally across the CROP professional staff salary scale effective from 1 January 2005. Movement of staff into the new salary scale will be subject to satisfactory performance except for some agencies in the transition year 2005.

*Report of the CROP Harmonisation Working Group – June 2004***Recommendation 10:**

In order to contribute to the cost of the 5% increase in the salary scale, CROP agencies should continue to achieve ongoing efficiency and productivity gains.

**Recommendation 11:**

In future any increases to the salary scale should be applied differentially across the grades.

**Recommendation 12:**

CROP agencies through their Governing Bodies encourage Members to consider more favourable taxation arrangements for their staff.

**Recommendation 13:**

The tax exempt status of many CROP agency staff be considered in the annual examination of relativities between the CROP salary scale and the reference markets.

**Recommendation 14:**

The CROP harmonised remuneration arrangements as attached in Annex VI and VII be adopted.

**Recommendation 15:**

On the matter of the application of the six year rule to the other CROP agencies the Working Group seeks further clarification.

**Recommendation 16:**

<b>Recommendations ex PIFS(03)OCBS.10</b>	<b>Working Group Recommendations</b>
1. Given the salary scales lie within the upper quartile of both the Fiji general market and the CROP comparator market <sup>1</sup> , it is recommended that there be no change in the current salary scales.	Supported.
2. That the market be reviewed annually with appropriate annual adjustments to the salary scales, which will ensure that salaries remain aligned with the market and in a timelier manner than is currently provided for.	Supported.
3. That there be no change in the current practice of providing superannuation, medical and life insurance.	Supported.
4. On expiry of the support staff contracts (31 December 2003) that staff on reappointment be offered permanent tenure.	Supported. The Working Group considered that a robust performance management system applied equally to staff on either contract or tenure and that the decision on the nature of the appointment (contract or tenure) could be left to the discretion of the head of the CROP agency as long as this is cost neutral.

<sup>1</sup> Note: In this context the "CROP Comparator Market" refers to the 62 organisations in the PriceWaterhouseCoopers 2003 remuneration survey plus an additional seven organisations which CROP felt better represented comparable organisations.

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<b>Recommendations ex PIFS(03)OCBS.10</b>	<b>Working Group Recommendations</b>
5. In support of professional development, provide for the payment of subscriptions for membership of a work relevant professional body to a maximum of FJD300 per annum.	Supported.
6. That the hours for all support staff be 37 hours per week.	Supported.
7. The current provision for annual leave is 18 days with an additional three days after five years of service. Since this practice rewards length of service rather than performance, 21 days per annum be awarded for all support staff.	The Working Group considered that additional leave was provided for occupational safety and health reasons not for reward for length of service. It recommended that the current provisions be retained, particularly given that in the Fiji market the most common annual leave provision was 15 days.
8. Sick leave entitlements in the market are generally 5-21days per annum. The most common provision in the market is 10 days per annum. The current provision for sick leave is 30 days per annum . Sick leave should be reduced to 21 days per annum in line with market best practice.	Supported.

## **1. Introduction**

### **1.1. Mandate**

1. At the November 2003 Budget and Work Programme Session, the Forum Officials Committee (FOC) agreed to convene a working group comprised of the Suva-based Missions of the Governing Bodies to further evaluate the issues arising from the 2003 triennial review of the CROP harmonised terms and conditions of remuneration.

2. FOC provided the following mandate for the Working Group:

*“consider issues relating to harmonisation of CROP remuneration and to make recommendations to the 2004 Pre-Forum FOC. The CROP Working Group may wish to revisit the existing policy approved by the various governing bodies on the link of CROP base salaries to the median of the APS and the use of the SDR, and to make recommendations on how these might be progressed further”. FOC further agreed that “support staff issues be referred to the CROP Working Group for review in the context of the whole of CROP.”*

### **1.2. Working Group Composition**

3. New Zealand agreed at the November 2003 FOC meeting to chair the Working Group. Membership of the Working Group was open to the Suva-based Missions of the participating CROP governing bodies. The following Members participated:

- Australia;
- Federated States of Micronesia;
- Fiji;
- France;
- Kiribati;
- Nauru;
- New Zealand;
- Papua New Guinea;
- Republic of Marshall Islands;
- Tuvalu;
- United States of America.



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4. CROP agencies party to the harmonised remuneration process were invited by the Chair as observers to the Working Group and were invited to contribute to inform the Working Group in its deliberations. CROP agencies participating as observers were:

- Forum Fisheries Agency;
- Forum Secretariat;
- Secretariat of the Pacific Community;
- South Pacific Applied Geoscience Commission;
- South Pacific Board for Education Assessment;
- South Pacific Regional Environment Programme.

### **1.3. Background**

5. The participating CROP agencies commissioned the triennial review of both professional and support staff in 2003 as required by the 1999 FOC and other Governing Bodies. Mercer HR Consultants (Wellington) were contracted to undertake the review of the professional staff and PriceWaterhouseCoopers (Suva) (PwC) the support staff. The review was part of an ongoing process that began in the early 1990's to harmonise CROP remuneration, terms and conditions of service.

6. The consultancy reports indicated that the process over the previous three years has resulted in a reasonably high level of harmonisation across the CROP agencies. Their recommendations reflected the need for further refinement of the remuneration systems and processes, rather than a complete change in approach.

7. Affordability of the consultants' recommendations arose as the key issue for Members in the discussion at November 2003 FOC and in other Governing Bodies meetings.

### **1.4. Key Issues Identified by the Working Group**

8. The Working Group met fortnightly over a period of three months and examined a broad range of issues encapsulated by the mandate. Key topics identified included guiding principles and strategies of remuneration, harmonisation, recruitment and retention, salary and benefits, benchmarking, link to SDR, taxation, general terms and conditions, and the review process itself.

9. The findings and recommendations of the Working Group on these issues are discussed in the following sections.

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## **2. Findings and Recommendations**

### **2.1. Affordability**

#### ***Findings***

10. The Working Group recognised that affordability is the principal influence on services provided by CROP agencies. It is also a key concern for Members and development partners. The Working Group further recognised, however, the need to have remuneration systems that enable CROP agencies to attract and retain suitably experienced and qualified staff.

11. Inflation has an impact on all operating costs over time. This also affects remuneration costs, which account for a significant proportion of the agencies' total budget. It is important to note that these increases need not automatically lead to an increase in Member contributions. The Working Group concluded that efficiency gains should be fully exploited by CROP agencies before any requests for increases in Member contributions are considered by Governing Bodies.

12. Some of the efficiency gains that CROP management could consider include: use of short term appointments and consultancies rather than establishment of positions; exploring opportunities for shared services across CROP agencies; using more lower level positions (graduates, research assistants, or junior professionals) to support fewer senior advisors; clearer definition of programmes and projects to optimise productivity; cost-effective location of programmes; and an examination of staff benefits, terms and conditions, and travel.

#### ***Recommendation 1:***

Efficiency gains should be fully exploited by CROP agencies before any requests for increases in Member contributions are considered by Governing Bodies.

### **2.2. Harmonisation and Remuneration Guiding Principles and Strategies**

#### ***Findings***

13. In addressing the issue of affordability, the Working Group noted the need to establish clear guiding principles and strategies to govern CROP harmonisation and remuneration practices. Although there have been a number of external reviews and decisions by Governing Bodies on issues related to harmonisation and remuneration, there has not been a clear articulation of the guiding principles and strategies. It was also noted, that there were different levels of understanding across CROP agencies and their Governing Bodies as to what harmonisation entails and how this applies to remuneration.

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14. The Working Group concluded that clear guiding principles are essential for CROP agencies' operational decision-making, and for Members in monitoring the agencies' practice. Such clarity would build on the work to date of the CROP on harmonisation of remuneration.

15. The Working Group agreed that the "principles" articulate the broad parameters within which the harmonisation of remuneration would operate, while the "strategies" would define how the principles were implemented by the agencies. It was envisaged that, over time, the strategies could change to reflect trends in best practice.

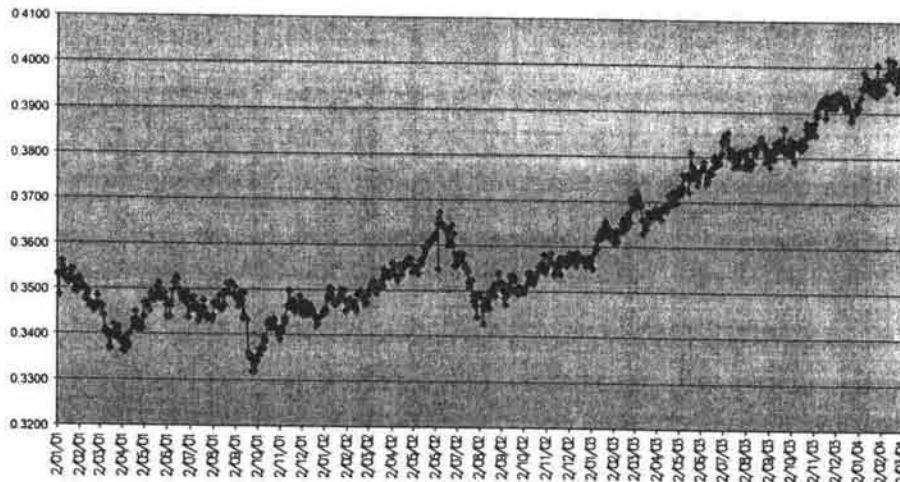
**Recommendation 2:**

The CROP Harmonisation and Remuneration Guiding Principles and Strategies, as presented in Annex I, be adopted.

**2.3. Special Drawing Rights (SDR)****Findings**

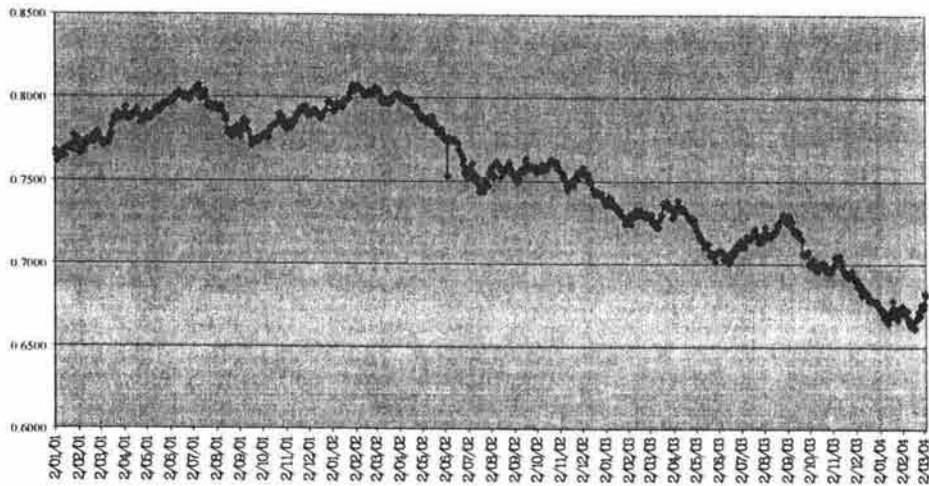
16. The major objective underpinning CROP harmonisation of remuneration is to pay equivalent salaries for equivalent jobs. To achieve this objective the CROP agencies have adopted a harmonised salary scale denominated in a common currency, namely the International Monetary Fund's Special Drawing Rights (SDR). As the SDR is a basket of currencies (USD 42%; EUR 34%; YEN 13%; STG 11%) it was expected that the SDR would provide a level of stability for both the agencies and staff when converting salaries from SDR to the currency of payment. The continued weakening of the USD over the past three years has, however, seen the trend in the SDR exchange rate movements between the SDR and currency of payments as illustrated in the graphs below.

FJD:SDR Exchange Rate Movements since January 2001



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USD:SDR Exchange Rate Movements since January 2001



17. While the Working Group acknowledged that the prolonged slide in the value of the US dollar (accentuated by its dominance in the SDR currency basket) had caused difficulties, it was decided that the use of the SDR should continue. The Working Group agreed that it was important that uniformity in the denomination of salary scales should be maintained across CROP agencies and the SDR represented an international currency standard that was well understood. Therefore, options such as adoption of a single currency or the development of a CROP basket of currencies, were not considered viable solutions.

18. The Working Group recognised that associated with the use of the SDR some further protection against exchange rate fluctuations was needed for both staff and agencies. Hence it was decided to institute a stabilisation mechanism as follows:

- a. A floor and a ceiling to be set, between which salaries would be paid at the rate of exchange of the SDR and the currency of payment applicable at the time. The floor and ceiling would be set at 5% below and above a reference point. If the actual SDR exchange rate falls below the floor, the floor rate would be used to calculate salaries, and if the actual rate rose above the ceiling, then the ceiling rate would be used. In order to avoid daily fluctuations, the SDR exchange rate used in calculating actual pay will be a monthly average immediately prior to the day the pay is calculated.
- b. The reference point would be the average SDR exchange rate of the twelve months to December of the previous year, which would be recalculated annually to apply from 1 January.

19. It is important that management have flexibility to deal with any unexpected significant events, for example, currency devaluation. Thus, should a significant and unpredictable event that affects the SDR exchange rates occur then the CROP agencies should immediately investigate the effect of the event and implement remedial action.

20. The Working Group considered that this stabilisation mechanism provided sufficient protection for staff and the agencies against exchange rate fluctuations. Further compensatory payment for exchange rate fluctuations, such as the 5% one-off temporary adjustment approved for 2004, was no longer necessary<sup>2</sup>.

***Recommendation 3:***

CROP agencies should continue to use the SDR to denominate salary scales and should adopt the stabilisation mechanism described above, effective from 1 January 2005. Further compensatory payment for exchange rate fluctuations, such as the 5% one-off temporary adjustment approved for 2004, was no longer necessary.

***Recommendation 4:***

In the case of an unpredictable event that significantly impacts on exchange rates, CROP agencies should immediately investigate and implement appropriate remedial action.

## ***2.4. External Benchmarking - Comparator versus Reference Markets***

### ***Findings***

21. FOC in 1999 approved the median of the Australian Public Service (APS) as the comparator market for professional staff and the upper quartile of the respective local market for support staff. For the Fiji based CROP agencies, the findings of the 2003 Remuneration Review identified that the support staff salary scales sat within the upper quartile of the Fiji market. In the case of professional staff, the 2003 review indicated that the professional staff salary scales were, overall, significantly less than the median of the APS.

22. In considering the issue of affordability, the Working Group noted that the increase necessary to shift the CROP professional salary scales to match the median of the APS would impact negatively on the agencies' budgets, delivery of work programmes, and, potentially, on Member contributions. Furthermore, multi-year APS contractual agreements had embedded in them an annual increase of around 4% which would lead to a further widening of the gap between APS and the CROP scales in the future. These observations led the Working Group to decide that the APS was not an appropriate comparator market.

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<sup>2</sup> Note: In the case of some agencies, the 5% one-off temporary adjustment was approved in recognition of the widening gap between the CROP salary scale and the APS comparator market, in addition to the exchange rate argument.

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23. The Working Group further considered whether a comparator market was a useful tool for CROP to use. The major disadvantages associated with the use of a comparator market were the building of expectations among staff for automatic salary increases matching increases in the comparator market, and the lack of flexibility for agencies in determining salary scales.

24. The Working Group acknowledged that external benchmarking remained essential and could be most appropriately achieved through the use of reference market(s). A reference market would provide information regarding market trends. It would not have a direct link to CROP salaries and would not therefore, create a staff expectation to be bound by these trends. This contrasts with the use of a comparator market that implied an automatic increase to the CROP salary scale with increases in the comparator market.

25. The Working Group concluded that annual tracking of the reference market data together with analysis of CROP recruitment and retention data would enable the agencies to proactively manage potential recruitment and retention issues.

26. The Working Group then explored the options available for a reference market. Three options emerged based on the need for regular, reliable and robust market data. These markets were Australia (public service sector), Fiji (all organisations) and New Zealand (public service sector). It was confirmed that for each of the reference markets identified, the data was available at least once annually. This would allow the monitoring and review of CROP salary scales to be conducted annually rather than triennially.

27. The Working Group considered that a combination of all three markets would provide the best range of information currently available. The Working Group noted that some Governing Bodies had already asked for this option to be considered.

28. The Working Group concluded that data from all three markets, which will be available by June each year, should be reviewed by a CROP agency working group, and findings would be submitted to the CROP Heads meeting in July each year. If a recommended move in CROP salary scales resulted from this review, this would be submitted by CROP Heads to Pre-Forum FOC and subsequently other CROP Governing Bodies. The Working Group noted that this approach would enhance the budget process for all CROP. The Working Group further noted that it was not expected that annual review of salary scales would necessarily result in annual increases in salaries.

29. An important issue associated with the presentation of the data is that the reference markets and the CROP professional salary scale are denominated in different currencies. The Working Group agreed that the most appropriate currency for comparison should be the SDR since this is the currency of the CROP professional salary scale. They further agreed that the appropriate exchange rate to be used for the conversion from the reference market currency to SDR should be the average for the month falling at the end of the period for which the market data is relevant.

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30. The Working Group noted that whilst the concept of a comparator market for professional staff was no longer valid, it was deemed appropriate for support staff because they were recruited from the local market and not from the entire region. The support staff remuneration arrangements in each agency should therefore be aligned to those of the local markets (all organisations).

***Recommendation 5:***

The median of the APS no longer be used as the comparator market for professional staff and Australia (public service sector), Fiji (all organisations) and New Zealand (public service sector) markets be established as reference markets.

***Recommendation 6:***

Annual tracking of the reference market data and analysis of CROP recruitment, retention and other data for monitoring CROP salary scales should be undertaken.

***Recommendation 7:***

Data from all three markets should be reviewed by a CROP agency working group annually and submitted to the CROP Heads meeting. If a recommendation for a salary increase is the result of this annual review, the recommendations should be presented to Pre-Forum FOC and subsequently other CROP Governing Bodies.

***Recommendation 8:***

The currency for comparison of reference markets should be the SDR and the appropriate exchange rate to be used for the conversion from the reference market currency to SDR should be the average for the month falling at the end of the period for which the market data is relevant.

***2.5. Salary Scales Effective from 1 January 2005******Findings***

31. The CROP agency representatives presented to the Working Group an argument that a 5% increase should be applied to the current CROP professional staff salary scale. This justification was made in the form of a business case attached as Annex II.

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32. Annex III shows a comparison of the CROP professional salary scale compared with the reference markets. This comparison shows the CROP salary scale to be significantly lower than that of the Australian and New Zealand reference markets and significantly ahead of the Fiji reference market as illustrated in the table:

Grade	NZ Market	Aus Market	Fiji Market
I	-15%	-14%	76%
J	-25%	-27%	51%
K	-33%	-32%	
L	-36%	-26%	
M	-39%	-24%	

33. The Working Group recognised the CROP agencies' justification for a 5% increase to the professional staff salary scale, noting the CROP agencies' assurance that this would be absorbed within budget base-lines without an increase in cost to Members. In looking at the pay lines of the three reference markets compared with the current CROP pay line (see Annex III) it was clear that the relationship between individual CROP grades and reference markets differed significantly.

34. The Working Group considered that in the longer-term it would be appropriate, with salary scale increases, to adjust each of the CROP grades differentially (i.e. each grade to receive a different percentage increase) in order to improve the relativity to the reference markets across the whole scale. However, it was recognised that immediate application of this methodology would cause difficulty for CROP agency management with respect to staff morale, given staff expectations that all salary range increases would be uniform. In this respect, the Working Group agreed that in 2005 the 5% increase be applied uniformly but that in future any changes to the salary structure should be applied differentially. The Working Group further encouraged agencies to prepare staff for this change with particular emphasis on staff in Grade I.

35. The Working Group noted FOC's decision on performance based application of salary adjustments. It was noted that not all agencies had been given the same direction by their governing bodies and there was, therefore, the need for transitional arrangements in 2005. It was agreed, however, that future salary increases would be subject to satisfactory performance, using individual agency performance management systems.

36. The Working Group also noted the need for agencies to enhance efficiency and productivity in order to contribute to the cost of the proposed 5% increase in the salary scale for professional staff.

***Recommendation 9:***

A 5% increase should be applied equally across the CROP professional staff salary scale effective from 1 January 2005. Movement of staff into the new salary scale will be subject to satisfactory performance except for some agencies in the transition year 2005.



**Recommendation 10:**

In order to contribute to the cost of the 5% increase in the salary scale, CROP agencies should continue to achieve ongoing efficiency and productivity gains.

**Recommendation 11:**

In future any increases to the salary scale should be applied differentially across the grades.

**2.6. Taxation****Findings**

37. The Working Group noted that there was variation in taxation arrangements across the CROP agencies. The general arrangement was that expatriate professional staff were not taxed by the host country while local staff, whether professional or support, paid tax. Whether expatriate staff are taxed in their country of origin depends on the agreement reached between the agency and their home government. Under special provisions in both Noumea and Suva, all SPC staff are not taxed by the host governments, although support staff in Suva had salaries tax-adjusted to bring them more into line with counterparts in other Suva-based CROP agencies.

38. The Working Group agreed that tax-exempt status was not a benefit conferred by the CROP agencies on their staff, but resulted from the tax policies that were established by respective host governments and governments of expatriate employees. This led to the conclusion that the matter of taxation was not a simple one and one that required CROP agencies, through their Governing Bodies, to encourage Members to consider more favourable taxation arrangements for staff of CROP agencies.

39. The Working Group agreed that it was not appropriate for CROP agencies to be responsible for compensation to staff for differences in tax regulations. CROP agencies should make tax provisions clear to staff members on appointment.

40. The Working Group noted that the tax exempt status of many CROP agency staff members was a matter to be considered in the annual examination of the relativities between the CROP salary scales and the reference markets.

**Recommendation 12:**

CROP agencies through their Governing Bodies encourage Members to consider more favourable taxation arrangements for their staff.

**Recommendation 13:**

The tax exempt status of many CROP agency staff be considered in the annual examination of relativities between the CROP salary scale and the reference markets.

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## 2.7. Benefits

### Findings

41. In considering the CROP tables of harmonised conditions, the Working Group recognised the value of clearly articulating the principles associated with remuneration arrangements. With this in mind, three categories were identified under which each of the current CROP salary, benefits, terms and conditions were aligned. The overarching principle associated with the remuneration arrangements was determined to be:

*“To provide a fair, equitable and competitive remuneration package”.*

42. The Working Group agreed on principles for each of these three categories as follows:

Salary and Benefits	<i>To recruit &amp; retain talented, skilled &amp; motivated people.</i>
Relocation Provisions	<i>To assist with adjustments arising from relocation.</i>
Other Terms & Conditions	<i>To clearly define entitlements and provide clarity to the employment relationship.</i>

43. For professional staff, the current CROP benefits were readily assigned to these three categories (refer Annex IV) with the exception of housing and education allowances. On these two allowances there was a difference of opinion between members of the Working Group. One view was that these allowances should only be associated with the cost of relocation and hence the wish to see them associated with the “relocation” principle. The alternative view was that these benefits were linked to the position, independent of the incumbent’s location on appointment, and thus the wish to see these allowances assigned to the “salary and benefits” principle. The Working Group wished to explore every avenue for achieving consensus on this issue and therefore agreed to seek further information on the matter from an independent HR consultant. As this information has not yet been received it is proposed that the matter of housing and education allowances be deferred to a later time and that the status quo be maintained in the interim.

44. For support staff, the current CROP benefits were assigned to two of the above three categories (refer Annex V). Since support staff are recruited from the local market the relocation provisions are not applicable.

45. The CROP agencies presented their proposed harmonised remuneration arrangements to the Working Group for consideration. The Working Group amended some of the CROP proposals and agreed that these be adopted by the agencies. These are presented as Annex VI and VII.

### **Recommendation 14:**

The CROP harmonised remuneration arrangements as attached in Annex VI and VII be adopted.

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## **2.8. Six Year Rule**

### ***Findings***

46. The Working Group noted the outcome of the Special Leaders Retreat and the decision that the Forum Secretariat enforce the provision that professional staff be hired for no more than two three-year terms of employment at the Secretariat, noting that the Secretary General has a transition period in which to apply this provision to current staff. As a result the Forum Secretariat staff regulations will be amended to reflect this decision. The Working Group was uncertain as to the Leaders' intention in respect of all other CROP agencies and also whether this limited employment of staff in more than one CROP agency.

47. The Working Group identified practical difficulties with implementation of the six year rule. Strict application of the rule may make it difficult to fill specialist positions where there is a limited pool of expertise available. The rule may also limit the opportunities for young Pacific island professionals in CROP agencies to advance through to senior technical/scientific/management roles.

### ***Recommendation 15:***

On the matter of the application of the six year rule to the other CROP agencies the Working Group seeks further clarification.

## **2.9. Forum Secretariat Support Staff**

### ***Findings***

48. As mandated by FOC, the Working Group reconsidered document PIFS(O3)OCBS.10 on the outcome and recommendations of the 2003 remuneration review with regard to support staff.

*Report of the CROP Harmonisation Working Group – June 2004***Recommendation 16:**

<b>Recommendations ex PIFS(03)OCBS.10</b>	<b>Working Group Recommendations</b>
1. Given the salary scales lie within the upper quartile of both the Fiji general market and the CROP comparator market <sup>3</sup> , it is recommended that there be no change in the current salary scales.	Supported.
2. That the market be reviewed annually with appropriate annual adjustments to the salary scales, which will ensure that salaries remain aligned with the market and in a timelier manner than is currently provided for.	Supported.
3. That there be no change in the current practice of providing superannuation, medical and life insurance.	Supported.
4. On expiry of the support staff contracts (31 December 2003) that staff on reappointment be offered permanent tenure.	Supported. The Working Group considered that a robust performance management system applied equally to staff on either contract or tenure and that the decision on the nature of the appointment (contract or tenure) could be left to the discretion of the head of the CROP agency as long as this is cost neutral.
5. In support of professional development, provide for the payment of subscriptions for membership of a work relevant professional body to a maximum of FJD300 per annum.	Supported.
6. That the hours for all support staff be 37 hours per week.	Supported.
7. The current provision for annual leave is 18 days with an additional three days after five years of service. Since this practice rewards length of service rather than performance, 21 days per annum be awarded for all support staff.	The Working Group considered that additional leave was provided for occupational safety and health reasons not for reward for length of service. It recommended that the current provisions be retained, particularly given that in the Fiji market the most common annual leave provision was 15 days.
8. Sick leave entitlements in the market are generally 5-21 days per annum. The most common provision in the market is 10 days per annum. The current provision for sick leave is 30 days per annum. Sick leave should be reduced to 21 days per annum in line with market best practice.	Supported.

<sup>3</sup> Note: In this context the "CROP Comparator Market" refers to the 62 organisations in the PriceWaterhouseCoopers 2003 remuneration survey plus an additional seven organisations which CROP felt better represented comparable organisations.

## ***CROP Harmonisation and Remuneration Guiding Principles and Strategies***

### **Shared Commitment to and Understanding of Harmonisation Principles**

The Governing Bodies of the CROP agencies reaffirm the usefulness of harmonisation as a means of simplifying their oversight of agencies, providing more robust, joint corporate policy development processes and allowing cost sharing across the agencies. The Governing Bodies recognise that harmonisation can lead to opportunities for on-going integration, increased equity and reduced scope for competition between agencies. Harmonisation in the human resources and remuneration context is defined as alignment of key principles and philosophies and specifically includes salary structure, benefits, review processes and performance management.

2. Harmonisation, to be most effective in practice, should be seen as a flexible guideline for participating agencies rather than a set of rules of implementation that must be rigidly applied. Harmonised positions should be the starting point for all CROP agencies, and wherever possible they should be adhered to. But where harmonisation cannot meet the business needs of agencies, other options may be explored. Each CROP agency will choose its own mode of implementation of the CROP agreed harmonised principles based on its needs resulting from its own particular situation and location. CEOs will report to their Governing Bodies on deviations from CROP common practice.

### **Remuneration Principles**

3. The Governing Bodies are committed to a remuneration policy that provides for pay for performance related to the reference markets and which is affordable. They agree that the CROP remuneration system adopted by the agencies will be robust, fair, and competitive and allow for the recruitment and retention of talented, skilled and motivated people focused and committed to the vision of the Members and delivery of agency goals. They further agree that the system must be equitable to both the Members and to staff.

4. Each CROP agency's reward and recognition system will have the active support and commitment of staff, management and Members, will be open and transparent, and easy to understand and administer. Furthermore, the systems will be consistently applied, flexible, affordable and related to the market with pay being directly linked to performance.

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**Implementation Strategies**

5. The guiding strategies the CROP agencies will use to implement the above principles are:
- a. All positions will be sized using a CROP wide job evaluation methodology to determine into which of the broad-banded salary ranges the positions will be placed. Regular independent validation of job descriptions will be undertaken.
  - b. To ensure the salary ranges remain affordable for Members and CROP agencies and equitable to staff, external relativity and competitiveness will be maintained through an objective and systematic benchmarking process which will annually assess reference markets and recruitment and retention statistics together with consideration of the Members and CROP agencies ability to pay. This assessment will consider the tax exempt status of some of the agencies' staff.
  - c. The mid-point of each range will represent the fair level of remuneration for competent performance in any position sized into that range. Therefore:
    - (i) Remuneration on appointment will normally be in the lower half of the salary range. In exceptional circumstances, the CEO has discretion to apply a market allowance as inducement, over and above base salary in order to secure staff with either scarce or highly sought-after skills.
    - (ii) The link between remuneration and performance will be open and transparent; the remuneration of staff who have demonstrated competent performance will be progressed towards the mid-point; only staff who have demonstrated exceptional performance will be progressed beyond the mid-point; and staff whose performance is less than satisfactory will not be progressed.
  - d. Bonuses, if used, will be provided in recognition of one-off outstanding achievements. Improvement in competency and performance will otherwise be rewarded through base pay.
  - e. As a responsible and good employer, the CROP agencies will provide appropriate terms and conditions including benefits and allowances in addition to take-home pay.

## **CROP Business Case**

### **Supporting the Proposal for a 5% Increase in the CROP Professional Staff Salary Scale**

#### **Proposal**

The CROP agencies propose that the current CROP professional staff salary scale be increased by 5% effective from 1 January 2005 in order to improve the competitiveness of the agencies' remuneration package.

2. This proposal, in effect, means that the new CROP professional staff salary scale will be the current CROP salary scales plus the 5% interim pay adjustment being paid for 2004.

#### **Background**

3. The current CROP harmonised remunerations arrangements were approved by the governing councils of all participating CROP agencies, in 2000. Under the approved arrangements:

- i. The base salaries for professional staff were to be aligned with the median of the comparator market, namely, the Australian Public Service (APS). Other terms and conditions of service were the prevailing CROP harmonised benefits at the time.
- ii. The remuneration packages were to be reviewed externally every three years against the comparator market with a view to updating these as appropriate.

4. In compliance with the above arrangements, participating CROP agencies commissioned the triennial review of remuneration and terms and conditions of service in 2003. The professional staff review was undertaken by Mercer Human Resource Consulting Ltd. The consultant's report highlighted two significant issues:

- i. The base salaries of professional staff employed by CROP agencies were significantly lower than the equivalent positions in the approved APS comparator market. Furthermore, the consultant projected that that gap would grow even larger because of formal commitments in the APS to provide for additional annual increases (or around 4% per annum for a period of three years).
- ii. The continued downward trend of the SDR exchange rates against currencies of most of the CROP host countries, over the past two years had resulted in a serious negative impact on the take home salaries of professional staff in CROP agencies.

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**5% Interim Pay Adjustment**

5. Four Governing Bodies considered the professional staff salaries during their meetings in November/December 2003. Three of these meetings were done in session: the 3<sup>rd</sup> Conference of the Pacific Community; the Budget FOC; and the SPBEA Governing Council. The fourth meeting, the SOPAC Council, was held out of session. Furthermore, FFC considered the issue in their meeting in May 2004.

6. Governing Bodies noted with concern the departure of the CROP salary scale from the approved comparator market. They also noted the negative impact on take home pay for professional staff as a result of the continuously unfavourable SDR exchange rates in the host countries. Four of the Governing Bodies, approved an interim 5% pay adjustment for SPC, SPBEA, SOPAC and FFA to maintain at least some parity with the comparator market. FOC approved the interim 5% adjustment for the Forum Secretariat in recognition of the exchange loss due to the unfavourable SDR exchange rate. The 5% adjustment was granted for one year, on the basis that it could be funded by the agencies with no increase to membership contributions.

7. FOC and the other Governing Bodies supported reconvening the Suva-based CROP Working Group on remuneration to address the longer-term relationship of the CROP salary scale to the approved comparator market.

8. It is worth noting that all participating CROP agencies were of the view that the comparator market idea required serious analysis, given that it was not realistic to expect annual average increases of around 4% per year, which had become the norm in the approved comparator market, the median of the APS.

9. The move towards utilising three 'reference markets' (APS, NZPS and Fiji all organisations) rather than continuing with the APS as a 'comparator market' is supported by CROP agencies. The reference markets will provide a better basis for monitoring the relativity of the CROP salary scale vis-à-vis movements in each of the three reference markets, from which a large proportion of professional staff are recruited.

10. The move toward adopting a 'SDR exchange rate stabilisation mechanism' will to a large extent reduce the negative impact of exchange variations on the take home salaries of professional staff.

11. The major remaining question then is 'what is the appropriate CROP professional staff salary scale?'

**The Problem**

12. The existing CROP salary scale (without the 5%) is inadequate to fulfil the key Guiding Principal of CROP Remuneration, that of being able to "recruit and retain talented, skilled and motivated people focussed and committed to the vision of the Members and delivery of agency goals". There are a number of factors which influence the agencies ability to do so, one of which is to provide a fair and competitive salary and remuneration package.



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13. There are a number of signals that indicate that the CROP professional staff salary scale is becoming less competitive. This is impacting on the ability of the agencies to recruit and retain. These signals are emerging from the recruitment and retention statistics and from analysis of the reference markets as follows.

**Recruitment**

14. The agencies are starting to have difficulty in recruiting suitably skilled and experienced people. The number of applications is dropping, and thus the pool of candidates from which to choose from is smaller. An analysis of the recruitment statistics of the CROP agencies over the past three years is summarised in the following table. This analysis shows that on average 41% of the positions advertised had a pool of less than 20 applicants to choose from.

	SOPAC	SPREP	FFA	PIFS	SPC	Total
Number of positions advertised	7	13	12	17	89	138
Number of positions with 20 or less applicants	5	4	2	4	42	57
<b>Percentage of total</b>	<b>71%</b>	<b>31%</b>	<b>17%</b>	<b>24%</b>	<b>47%</b>	<b>41%</b>

15. Furthermore, the number of suitably qualified applicants in some cases is small. In many cases, CROP agencies are unable to recruit the right calibre of people, with many of the positions having to be re-advertised. While some of these difficulties can be attributed to very specialist and thus scarce skills, there are signals that the some of these difficulties are due to the CROP salaries no longer being competitive.

16. The current CROP practice is to recruit at the lowest point in the appropriate salary grade. However, there is a trend emerging where the agencies are finding that they are having to negotiate salaries with staff on appointment. In the case of one agency for example, out of the 30 professional staff currently employed, 17 (57%) started on salaries higher than the lowest point in the grade. This is a strong signal that starting salaries are not meeting the expectation in the market place.

17. Furthermore, a number of agencies have examples of completing the selection process only to find that the recommended candidate declined the position because the salary package was not competitive. This impacts upon the ability of CROP agencies to deliver quality services to PICTs and incurs significant cost in terms of both time and money.

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18. CROP agencies have lost many excellent staff prior to the expiration of their contracts to better paying jobs and the agencies are noticing that the number of staff leaving before expiry is rising. In one agency, 12 staff (40% of total professional staff) have left over the past 4-5 year period before expiry of their contracts for better career prospects and terms and conditions. A further two staff completed their contracts but did not reapply.

19. A major concern among the executive CROP agencies is the knowledge that the existing CROP salary scale will not retain many of the excellent staff currently serving with regional organisations.

**Analysis of Reference Markets**

20. Analysis of the reference markets supports the proposition that the CROP professional salary scale is becoming less competitive. In 2001 the CROP professional salary scale was aligned to the median of the Australian public service (APS) sector. Analysis of the data shows the CROP professional salary scales have fallen significantly behind the APS benchmark, and are also significantly lower than the New Zealand public service sectors as illustrated in the following table:

Range	NZ Market	Aus Market	Fiji Market
I	-15%	-14%	76%
J	-25%	-27%	51%
K	-33%	-32%	
L	-36%	-26%	
M	-39%	-24%	

21. Whilst there had been significant movements in the reference markets since 2001 the CROP scales have remained static. This had been the principle driver for the inability by CROP agencies to recruit and retain the calibre of staff they need to deliver the level of regional service expected of them.

22. It is important to note, that the ability of CROP agencies to deliver quality services depends very much on the quality of staff they have at their disposal and their ability to recruit and retain excellent and competent staff. A reasonable salary structure coupled with reasonable terms and conditions is key in attracting the right people.

23. Taking into account the tax exempt status of some of the CROP agencies staff, it is clear that the CROP salary scale is lower than that of the Australian and New Zealand reference markets.

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### The CROP Salary Scale

24. Acknowledging that the CROP agencies salary scale has fallen significantly behind the APS benchmark; that the median of the APS was not affordable; that the median of the NZ Public Service being even higher than the APS was even less affordable; and the Fiji salary scale was considered too low to be able to “attract and retain” the mix of staff required for regional service; ***‘the current CROP salary scale plus the 5% interim adjustment’*** is recommended as the new CROP salary scale.

25. The current CROP scale plus the 5% adjustment will be more competitive for potential candidates to regional positions, but more importantly, it might assist CROP agencies retain some of the excellent staff currently working in the region.

26. CROP agencies are unanimous in their view that the ‘current CROP scale plus the 5% adjustment’ is closer to where the new CROP salary scale should be.

### Financial Implications

27. The 5% increase applies to the personnel costs for professional staff only. Across the total agencies’ budget, this translates to between 2 – 2.2 percent increase.

28. To offset the cost of this increase, each of the CROP agencies has, and will continue to implement further productivity and efficiency saving initiatives to ensure that the financial impact will not translate into an increase in membership contributions. Some of these efficiency gains would result from the restructuring of programmes and services within each agency; moving towards closer inter-agency cooperation and sharing of services; cutting down on operational costs in its administrative and support services; reviewing the current selection and recruitment processes; assessing travel; and re-examining the sick leave provisions and associated accruals.

29. It should also be noted, that over the past years, the CROP agencies have been proactively driving their cost structures downwards through a large number of initiatives. This is clearly demonstrated by the fact that the agencies have absorbed inflation increases without increasing their base-line budgets – increases in membership contributions have not occurred. None of the savings from these initiatives in the past three years have been translated into rewards for the CROP staff.

### Recommendation

30. The CROP agencies recommend that the WG endorse ***‘the current CROP scale plus the 5% adjustment’*** to be the new salary scale for CROP agencies. They further recommend that the WG recommends to the respective Governing Bodies the approval of this new CROP salary structure with effect from 1 January 2005.

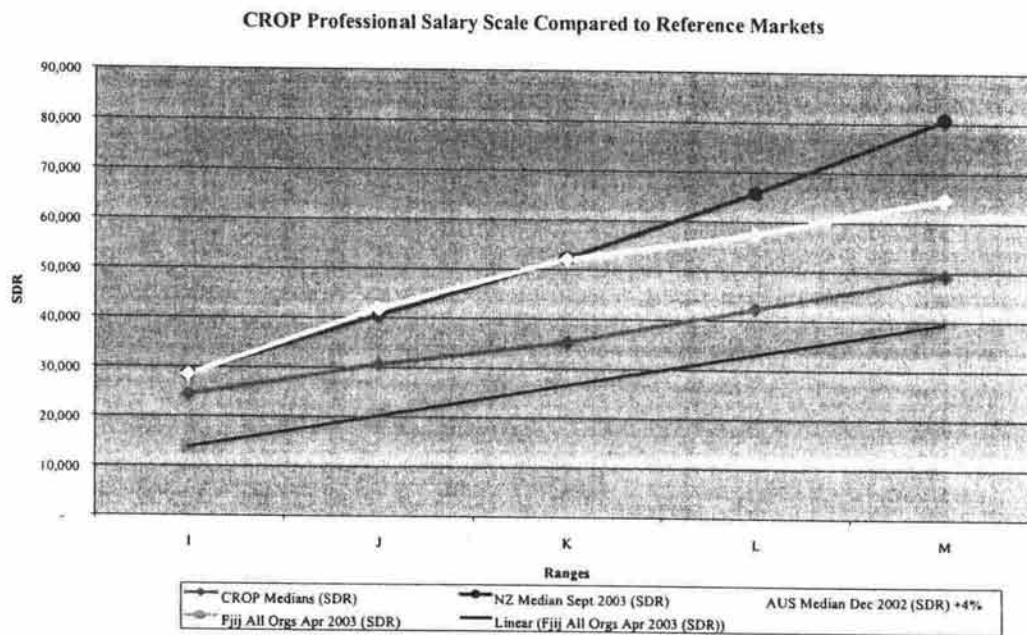
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31. In making the above recommendation, the CROP agencies:
- Agree that there will be no increase in membership contributions as a direct consequence of granting the 5% increase on a permanent basis. This agreement does not preclude request for increases in membership contributions based on factors other than the 5% increase;
  - Have, and will continue to implement further productivity saving initiatives through rigorous and regular reviews of their programmes and services as well as their various administrative processes;
  - Acknowledge that the 5% increase would to a small extent reduce the gap between the CROP salary scales and the APS benchmark; and
  - Note that non-approval of the 5% on a permanent basis could lead to a deterioration of the current recruitment and retention difficulties faced by many of the agencies.

### Comparison of the CROP Professional Staff Salary Scale Compared to the Reference Markets

The following graph compares the CROP professional staff salary scale compared to the reference markets of the Australia public service sector, the New Zealand public service sector and the Fiji all organisations sector.



2. The following table shows where the CROP salary scales sit as a percentage of each of the reference markets:

Grade	NZ Market	Aus Market	Fiji Market
I	-15%	-14%	76%
J	-25%	-27%	51%
K	-33%	-32%	
L	-36%	-26%	
M	-39%	-24%	

3. In making the comparison, the following data and assumptions have been made:
- The NZ data is that of the New Zealand public service sector as at September 2003 as provided by Mercer HR Consultants;
  - The Australian data is the Australian public service sector as at December 2002 as provided by Mercer HR Consultants in their 2003 Remuneration Review Report plus 4% as an estimate of the December 2003 data;

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- c. The Fiji data is the PriceWaterhouseCoopers (PwC) “all organisations” data sourced from their March 2003 annual survey. This data was converted from PwC job sizes to the Mercer job sizes by Neil Jury, who advised that the conversion methodology is not considered to be accurate for job sizes greater than 800 points. Mercer converted range I and J, and the remaining salary range data was extrapolated from these two points;
  - d. The SDR has been used as the common currency for the comparison;
  - e. The SDR:NZD exchange rate used for the comparison is the average of the SDR rates for September 2003 (downloaded from the IMF website). The SDR:AUD exchange rate is the average of the SDR rates for December 2003 (downloaded from the IMF website). And the SDR:FJD exchange rate is the average of the SDR rates for March 2003 as provided by the Fiji Reserve Bank.

### Professional Staff Remuneration Arrangements

<b>Professional Staff Remuneration Arrangements - Summary</b> <i>To provide a fair, equitable and competitive remuneration package</i>		
<b>Salary and Benefits</b> <i>To recruit and retain talented, skilled and motivated people.</i>	<b>Relocation Provisions</b> <i>To assist with adjustments arising from relocation.</i>	<b>Other Terms and Conditions</b> <i>To clearly define entitlements and provide clarity to the employment relationship</i>
<b>Salary</b> - Salary on appointment - Salary review on performance <b>Benefits</b> - Superannuation/Provident fund - Health insurance - Life and disability insurance	<b>Recruitment and Repatriation Allowances</b> - Travel on recruitment and repatriation - Freight expenses on recruitment and repatriation - Establishment allowance - Accommodation on recruitment and repatriation - Repatriation allowance <b>Family Provisions</b> - School holiday travel - Home leave travel	<b>Contract Terms</b> - Duration of contract - Termination of contract - Working hours - Class of travel <b>Leave</b> - Annual leave - Sick leave - Other leave
		<b>Location Specific Provisions</b> - <i>Apia</i> - COLDA - <i>Honiaria</i> - COLDA - Retention allowance - Location allowance - Annual home leave - Annual leave - 5 extra days - Sick leave - 6 extra days - <i>Noumea</i> - COLDA - Child allowance - Adoption allowance - <i>Pohnpei</i> - COLDA

Note: Education and housing allowances are also provided for but have been excluded from the above table pending completion of the ongoing review (refer paragraph 43).

## Support Staff Remuneration Arrangements

<b>Support Staff Remuneration Arrangements - Summary</b> <i>To provide a fair, equitable and competitive remuneration package</i>	
<b>Salary and Benefits</b> <i>To recruit and retain talented, skilled and motivated people.</i>	<b>Other Terms and Conditions</b> <i>To clearly define entitlements and provide clarity to the employment relationship.</i>
<b>Salary</b> - Salary on appointment - Salary review on performance <b>Benefits</b> - Superannuation/Provident fund - Health insurance - Life and disability insurance	<b>Contract Terms</b> - Duration of contract - Termination of contract - Working hours - Class of travel <b>Leave</b> - Annual leave - Sick leave - Other leave <b>Location Specific Provisions</b> - <i>Honiaria</i> - Housing allowance - Sick leave - 6 extra days - <i>Noumea</i> - COLDA - Child allowance - Adoption allowance <b>Organisation Specific Provisions</b> - <i>SPC</i> - Net of tax salaries



## Proposed Harmonised Remuneration Arrangements Professional Staff

<b>Professional Staff Remuneration Arrangements - Detail</b>		
<i>To provide a fair, equitable and competitive remuneration package</i>		
<b>Arrangement</b>	<b>Harmonised Principle</b>	<b>Harmonised Practice</b>
<b>Salary</b>		
- Salary Scales	To pay equivalent salaries for equivalent jobs.	Salary scales assessed annually compared to the reference markets, in conjunction with recruitment and retention statistics.  Reference markets Australian Public Service Sector, New Zealand Public Service Sector and Fiji All Organisation market.  Salary scales denominated in SDR and paid in agreed or local currency according to the average SDR exchange rate in the preceding period.
- External job sizing	To ensure relative worth of similar positions across CROP agencies is maintained and consistent with the market.	Sample of positions across CROP agencies are validated, sized and cross-validated every three years.
- Recruitment market	To recruit professional staff from the market of the Members.	Recruit from the market of the Members subject to current market supply and donor requirements.
- Salary on Appointment	To provide flexibility in recruiting preferred candidate.	At first step or higher level of salary range at management discretion.
- Salary review on Performance	To motivate and reward for performance.	Annual salary adjustments based on performance.
- Salary on renewal of contract	To provide consistent practice.	Annual salary adjustments based on performance.
<b>Benefits</b>		
- Superannuation/Provident Fund	To provide minimum legal requirement in host country.	5 - 8% but no lower than minimum legal requirement of host country
- Health insurance	To provide standard health insurance.	At management discretion, depending on schemes and reasonable costs to cover spouses and dependants.
- Life and disability insurance	To provide standard life insurance.	Term life insurance cover not less than twice and not more than three times base salary of staff.
<b>Relocation Provisions</b>		
- Travel on recruitment and repatriation	To enable staff and dependants to travel to work station and to be repatriated.	Economy air travel and transit costs for staff member and accompanying dependants between agreed home and work station by most direct and economical route.
- Removal expenses on recruitment and repatriation	To meet costs for moving personal effects of staff and dependants to work station on recruitment and to recognised home on repatriation.	Reasonable removal expenses (packing, insuring, shipping and unpacking) from place of recruitment and on end of contract. On recruitment, 6 cub metres for staff 2 ... .. spouse 1 ... .. each dependent child. For repatriation, 8 cub metres for staff 4 ... .. spouse 1 ... .. each dependent child. Or the use of a 20ft container, which ever is the least cost.

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<b>Professional Staff Remuneration Arrangements - Detail</b>		
<i>To provide a fair, equitable and competitive remuneration package</i>		
<b>Arrangement</b>	<b>Harmonised Principle</b>	<b>Harmonised Practice</b>
- Establishment grant	To assist with settling in expenses.	SDR1,100 for positions recruited from outside locality of the base station.
- Accommodation on arrival and repatriation	To assist staff and dependants while finding suitable accommodation on arrival and prior to repatriation.	6 working days or with management discretion up to 12 working days hotel accommodation on arrival and up to 6 days on repatriation. Housing allowance is not paid when accommodation is paid.
- Repatriation grant	To assist staff from outside base station settle back in home location.	Allowance equivalent to two weeks salary on repatriation.
<b>Family Provisions</b>		
- School holiday travel	To enable parent-child reunion.	One economy class return airfare per annum for child to visit staff member at work station or one economy class return air fare for staff member or spouse to visit dependent child studying overseas.
- Home leave travel	To enable staff to maintain contact with home environment.	Return economy class airfares between place of employment and home location for staff member and dependants at the mid point of a three year contract and on renewal.
<b>Contract Terms</b>		
- Duration of contract <sup>4</sup>	To ensure recruitment and retention of the best person for the position.	3 years renewable subject to annual performance evaluation. Position to be advertised after 6 years in a post. In the case of Forsec the SG is giving effect to the Leaders decision on this issue.
- Termination of contract	To give fair notice.	Minimum of one month's notice.
- Working hours	To ensure minimum legal standard.	Minimum 37 hours per week at management discretion.
- Class of travel	To ensure cost effective use of resources while being mindful of the health and well being of staff.	Normally economy class. Other class of travel at the discretion of CEO subject to agency policy.
<b>Leave</b>		
- Annual leave	To provide for recuperation and recreation.	25 days per annum but not less than the legal minimum. Maximum accrual is double annual amount.
- Sick leave <sup>5</sup>	To provide for leave for illness or accident.	30 days per annum. Medical certificate required for more than 3 consecutive days. Uncertified sick leave up to a maximum of 8 days per year. Maximum accrual 90 days.
- Other leave	To provide for leave in special circumstances.	Family Leave 6 days per annum including Paternity and Compassionate leave (for immediate family members only).  Maternity leave – 60 working days after one year service.  Special leave or Leave Without Pay at discretion of Head of Agency.  Leave to be no less than local legal conditions and consequential needs of the organisation.

<sup>4</sup> Clarification has been sought, refer Recommendation 15.

<sup>5</sup> Subject to review for productivity and efficiency gains.

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<b>Professional Staff Remuneration Arrangements - Detail</b>		
<i>To provide a fair, equitable and competitive remuneration package</i>		
<b>Arrangement</b>	<b>Harmonised Principle</b>	<b>Harmonised Practice</b>
<b>Location Specific Provisions – Apia</b>		
- COLDA	To provide for cost of living differential between Suva and location of post.	Suva is used as the base station, with COLDA being calculated (exclusive of housing) by an independent agent.
<b>Location Specific Provisions – Honiaria</b>		
- COLDA	To provide for cost of living differential between Suva and location of post.	Suva is used as the base station, with COLDA being calculated (exclusive of housing) by an independent agent.
- Retention allowances	To provide for hard-ship location.	
- Location allowance	To provide for hard-ship location.	
- Annual home leave	To provide for hard-ship location.	
- Annual leave	To provide for hard-ship location.	
- Sick leave	To provide for hard-ship location.	
<b>Location Specific Provisions – Noumea</b>		
- COLDA	To provide for cost of living differential between Suva and location of post.	Suva is used as the base station, with COLDA being calculated (exclusive of housing) by an independent agent.
- Child allowance	To ensure minimum legal standard.	
- Adoption allowance	To ensure minimum legal standard.	
<b>Location Specific Provisions – Pohnpei</b>		
- COLDA	To provide for cost of living differential between Suva and location of post.	Suva is used as the base station, with COLDA being calculated (exclusive of housing) by an independent agent.
<b>Benefits Under Ongoing Review</b>		
- Housing Allowance	To ensure that staff have access to a reasonable standard of housing appropriate to their position.	Rental assistance of 75% of suitable standard accommodation. Maximum rates to be reviewed at each location annually.
- Education Allowance	To enable staff to have their dependant children educated to a recognised and acceptable standard.	To cover tuition and boarding to specified levels with fees being claimable against receipts.

## Proposed Harmonised Remuneration Arrangements Support Staff

<b>Support Staff Remuneration Arrangements - Detail</b>		
<i>To provide a fair, equitable and competitive remuneration package</i>		
<b>Arrangement</b>	<b>Harmonised Principle</b>	<b>Harmonised Practice</b>
<b>Salary</b>		
- Salary Scales	To pay equivalent salaries for equivalent jobs.	Salary scales assessed annually compared to upper quartile of the relevant local market.  Salary scales denominated and paid in relevant local currency.
- External job sizing	To ensure relative worth of similar positions across CROP agencies is maintained and consistent with the market.	Sample of positions across CROP agencies are validated, sized and cross-validated every three years.
- Recruitment market	To recruit support staff from the local market.	Recruit from the local market.
- Salary on Appointment	To provide flexibility in recruiting preferred candidate.	At first step or higher level of salary range at management discretion.
- Salary review on Performance	To motivate and reward for performance.	Annual salary adjustments based on performance.
- Salary on renewal of contract	To provide consistent practice.	Annual salary adjustments based on performance.
<b>Benefits</b>		
- Superannuation/Provident Fund	To provide at least the minimum legal requirement in host country.	5 - 8% but no lower than minimum legal requirement of host country
- Health insurance	To provide standard health insurance.	At management discretion, depending on schemes and reasonable costs to cover spouses and dependants.
- Life and disability insurance	To provide standard life insurance.	Term life insurance cover not less than twice and not more than three times salary of staff.
<b>Contract Terms</b>		
- Duration of contract	To ensure tenure is in-line with the local market and/or organisational needs.	Normally renewable three-year contracts, subject to organisational needs and funding.
- Termination of contract	To give fair notice.	Minimum of one month's notice except in exceptional cases such as gross misconduct.
- Working hours	To ensure working hours in line with best practice in the local market.	Minimum 37 hours per week at management discretion.
- Class of travel	To ensure cost effective use of resources while being mindful of the health and well being of staff.	Normally economy class. Other class of travel at the discretion of CEO subject to agency policy.
<b>Leave</b>		
- Annual leave	To ensure annual leave is in-line with best practice in the local market.	15 - 25 days per annum but not less than the legal minimum. Maximum accrual is double annual amount.
- Sick leave	To ensure sick leave is in-line with best practice in the local market.	Not less than local legal conditions. Medical certificate required for more than 3 consecutive days. Uncertified sick leave up to a maximum of 8 days per year. Maximum accrual 90 days.
- Other leave	To provide for leave in special circumstances.	Family Leave 6 days per annum including Paternity and Compassionate leave (for immediate family members only).  Maternity leave – 60 working days after 1 yr service.

*Report of the CROP Harmonisation Working Group – June 2004*

<b>Support Staff Remuneration Arrangements - Detail</b>		
<i>To provide a fair, equitable and competitive remuneration package</i>		
<b>Arrangement</b>	<b>Harmonised Principle</b>	<b>Harmonised Practice</b>
		Special leave or Leave Without Pay at discretion of Head of Agency.  Leave to be no less than local legal conditions and consequential needs of the organisation.
<b>Location Specific Provisions – Honiaria</b>		
- Housing allowance	To ensure minimum legal standard.	
- Sick leave	To provide for hard-ship location.	
<b>Location Specific Provisions – Noumea</b>		
- COLDA	To provide for cost of living differential between Suva and location of post.	Suva is used as the base station, with COLDA being calculated (exclusive of housing) by an independent agent.
- Child allowance	To ensure minimum legal standard.	
- Adoption allowance	To ensure minimum legal standard.	
<b>Organisation Specific Provisions – SPC</b>		
- Salary scale net of tax	To pay equivalent salaries for equivalent jobs taking into account SPC's particular tax status.	



## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia

13-16 September 2004

### Agenda Item 8.2: Triennial Remuneration Review of SPREP Support Staff

#### Purpose of Paper

1. To inform the SPREP Meeting on the findings of the consultant's review and seek approval to the relevant recommendations.

#### Background

2. Like professional staff, the terms and conditions of support staff are reviewed every three years at the same time as professional staff. While CROP professional staff are reviewed against a common employment or comparator market and share generally harmonised salary, terms and conditions, CROP support staff are reviewed against the relevant local employment market from which they are recruited. The CROP agencies governing bodies have established however that the salary scales of support staff be set to the 75 percentile range of comparable positions in the relevant local employment market. The last review was done in 2001 and addressed together with the review for professional staff.
3. The review for the SPREP support staff was conducted by Betham and Company a local audit and human resource consulting firm. Their report is attached as Annex I. The consultants made nine recommendations and suggestions six of which require consideration and decision by the SPREP Meeting or noting. These are summarised under paragraph 4 together with the Secretariats comments. Three are addressed to Management to take up with staff. These have been addressed by Management with staff and the Staff Committee.
4. The key recommendations of the Reviewer are as follows:
  - A. **Recommendations that Need SPREP Meeting Decision**
    - (i) **Salary adjustments**

#### Minimum salaries

It is recommended that the starting base or minimum salaries of all of the five grades be reviewed for upgrading.

The survey results show that the SPREP minimum starting salaries are below the 75<sup>th</sup> percentile cut off point of the market.- Refer APPENDICES 4 and 5.

The suggested salary adjustments are shown in APPENDIX 4(1).

## Maximum salaries

The survey results show that all maximum salaries fall within the 75<sup>th</sup> percentile cut off point and therefore do not need an increase.

### Secretariat Comment and Position

*Agreed*

## (ii) Overtime

It is suggested that following the 75<sup>th</sup> percentile guidelines that SPREP should extend the maximum salary at which overtime can be paid from \$28,600pa to the top of the maximum of the highest grade of \$36,200pa.

### Secretariat Comment and Position

*Agreed*

## (iii) Sports leave and retirement allowances

It is suggested that SPREP introduces a provision for sports leave for representation on national teams for Samoa. Most organizations including the Public Service provide this for staff representation for national teams up to 4 weeks on full pay.

While no employer specifically refers to the special tax benefit for retiring allowance provided for under Section 9 of the Income Tax Act 1974, it is suggested that SPREP apply this section when ever possible as a benefit to staff especially in cases of serious illness. To assist with qualifying for this section it is suggested that for staff serving say 9 years that their contract specifies the word "retirement" at the end of their service.

### Secretariat Comment and Position

*The award of both sports leave and retirement allowances are practices drawn largely from the Samoan Public Service and some national organizations or companies which naturally serve the national interest in relation to national representation in sports and are more or less career services with identified retirement ages and allowances for long and meritorious service to the Public Service or their organizations until retirement.*

*SPREP on the other hand is an international service serving the interests of 25 different countries and territories. Sports leave for its multinational staff, although it might rarely be applied, would be inappropriate and cumbersome.*

*In respect of retirement allowances, as the consultant himself pointed out in other sections of his report, SPREP is not a career service. It is operated on contracted terms of normally 3 years per term with professional staff serving to a maximum of two terms. Retirement both in terms of age or allowances is not a relevant factor.*

*The Consultant's survey also concluded that, overall, in terms of the range and total benefits, SPREP support staff are more advantaged than other employees in the market.*

*The recommendation is therefore not supported*

- (iv) Review of job titles to fit job duties and review line reporting responsibilities within organization chart to reflect actual situation.**

It is suggested that a review of duties be done to assess whether the job titles are appropriate.

**Secretariat Comment and Position**

*Agreed. This process had begun before the review and will continue to cover all staff.*

**B. Recommendations that Require No SPREP Meeting Decisions**

**(i) Annual leave/Long service**

The Samoan Public Service offers greater long term leave benefits etc but only in the years of service from 15 years upwards. SPREP is more generous for the lesser years of service (e.g. SPREP gives 15 working days while the Samoan Public Service offers 10 days for years of service from 1 to 8 and 15 days from 9 to 14 years of service).

A comparison with the market shows that SPREP is at the top range or organizations who offer the most attractive annual leave benefits.



Due to the short term nature of SPREP positions, it is not considered appropriate to consider long service leave benefits for SPREP staff.

**Secretariat Comment and Position**

*Agreed and noted.*

**(ii) Incentives for staff who have reached the top of their grades**

It is understood that bonuses are offered to staff who have reached the top of their grades and who have performed well.

This reward is more than what most other organizations give. For most employees in Samoa (other than those employed in profit making ventures where bonuses are easily related to monetary results), the only avenue for further increases would be in general salary increases or promotions.

**Secretariat Comment and Position**

*Agreed and noted.*

5. As can be gauged from the report, the nett effect of the consultants main recommendations on the budget is minimal (no more than WS\$24,100 p.a. or US\$8,495 p.a) while its impact on support staff morale would be great (they received no adjustment at the last 3 yearly review). The Secretariat strongly recommends that the SPREP Meeting adopts the recommendations of the review regarding the upward adjustment of the bottom of the salary scale to the required 75<sup>th</sup> percentile of the local market and the upward adjustment of the salary limit for overtime. To be consistent with what has been done for professional staff, these become effective from 1 January 2004. The modest cost of implementing these two measures would be absorbed by the Secretariats budget through savings and efficiency gains over its operations.

**Recommendation**

6. That the SPREP Meeting approves:
- (i) the upgrading of the minimum salary of all five grades of support staff to the 75<sup>th</sup> percentile of the local employment market as stipulated in the Staff Regulations while the maximum remain at current levels depicted in the salary table in Attachment 2;
  - (ii) extension of the current maximum salary at which overtime rates are based from WST28,600 p.a. to WS\$T36,200 p.a; and
  - (iii) (i) and (ii) become effective from 1 January 2004.

# **Market Survey of Support Staff and Terms and Conditions in Samoa for SPREP**

Prepared by Betham & Co.  
May 2004

## **Market Survey of Support Staff and Terms and Conditions in Samoa for SPREP - May 2004**

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## 1. EXECUTIVE SUMMARY

This survey follows the terms of reference pursuant to a consultancy agreement dated April 23, 2004 between the South Pacific Regional Environment Programme (SPREP) and J T Betham of "Betham & Co" Apia, Samoa. The survey covers the public and private sector employers in Samoa.

About 40 organizations (including Government Departments and Corporations) employing about 10,000 workers were included in the survey.

Discussions were held with major employer groups as well as with SPREP management; staff committee members; and support staff prior to the finalization of this report.

It is not possible to replicate many exact market positions with the same or similar job positions for SPREP support staff. This is because of the different nature of job descriptions and requirements between the market and SPREP for most positions. Even for jobs with the same or similar job titles, the duties and requirements are not exactly the same.

Again it was not possible for comparison purposes to determine the level of incremental steps within a salary scale in the market that would align to the steps allotted to individual SPREP staff as movements within salary scales depend on job performance.

Given these constraints, we have compared market salary ranges which pay the same or similar minimum and maximum SPREP salaries as well as compared market positions with the same or similar job titles as for SPREP.

The comparison of positions that pay similar salaries to SPREP shows how SPREP positions rank in terms of seniority to the market notwithstanding that no comparisons of actual or like positions and duties are made.

The comparison of positions with similar or same job titles does give some idea of how the market pays employees for these positions. However there are limitations in this comparison as well. For example similar or the same job titles does not mean the same duties and responsibilities as for SPREP positions.

Both comparable basis therefore have limitations as discussed in this report but these are the only realistic options available. So long as the limitations are appreciated we feel that the use of these comparisons are not only reasonable but the only options available under the circumstances.

We have used the 75<sup>th</sup> percentile cut-off point as meaning that consideration for comparable purposes should be exactly at the borderline top 75 percentage of salary ranges. Ranges above and below this cutoff point have not been used to determine the 75<sup>th</sup> percentile point but are of course shown for comparable purposes.

These comparisons are illustrated by reference to APPENDICES 3 , 4 and 5.

It is important to point out that in arriving at our conclusions we have placed more emphasis on market position comparisons than on salary range comparisons. The reason for this is that salary range comparisons refer to different job titles while market position comparisons relate only to similar or the same job titles as those for SPREP.

We have not used the UNDP salary rates for comparable purposes as the tax exempt status of employees in that organization would not normally fall within the "Apia general market" and "public and private" sectors that are specifically mentioned in our terms of reference. We understand that other CROP agencies also exclude tax exempt organizations for salary comparable purposes. Discussions with SPREP management support the position that it is not appropriate to compare benefits with UNDP. However we have included it as an Appendix for information purposes only.- Refer APPENDICES 11(1) and 11(2).

Notwithstanding the above, some senior support staff in SPREP have referred to Regulation 3 which is discussed later in this report and wondered whether this should not be a reason to compare salaries with international organizations such as UNDP. This matter is discussed further in our report.

It should also be noted that UNDP while not regarded as a normal employer in the Apia general market nevertheless is a competitor for SPREP positions as is proven by the movement of some staff from SPREP to UNDP or its sister agencies, UNESCO and FAO.

If UNDP salaries are taken into account, it is clear that both their minimum and maximum salaries are significantly in excess of the SPREP gradings especially in the senior levels. The reason for this is due to the tax exempt status of local staff in UNDP.

As local diplomatic corps staff are taxable we have made enquiries of those offices.

## **2 RECOMMENDATIONS**

### **(a) Salary adjustments**

It is important to note that notwithstanding our recommendations, it should be noted that finding a suitable basis for comparison of grades and positions has been difficult and those that have been used here have limitations as discussed in this report. Nevertheless the comparisons used here are the only options available given that it is not possible to obtain a perfect match between SPREP and the market.

It is also important to remember that our comparisons do not include UNDP although we have commented on the UNDP salaries and have included details in this report.- Refer APPENDICES 11-1 and 11-2.

### **Minimum salaries**

It is recommended that the starting base or minimum salaries of all of the five grades be reviewed for upgrading.

The survey results show that the SPREP minimum starting salaries are below the 75<sup>th</sup> percentile cut off point of the market.- Refer APPENDICES 4 and 5.

The suggested salary adjustments are shown in APPENDIX 4(1).

### **Maximum salaries**

For the maximum salaries, the survey results show that all maximum salaries fall within the 75<sup>th</sup> percentile cut off point and therefore do not need an increase.

Please refer to APPENDIX 4(1) for the suggested salary structure.

### **Comparison with similar salary ranges in the market**

A comparison of the SPREP existing and proposed salary structure guidelines with market salary ranges as shown in APPENDIX 3 shows what positions in the market are paid the salaries that SPREP offers.

These position salaries may be compared to SPREP as a general perspective of how different positions are paid. For example, SPREP's minimum salary for F3 is more than the minimum salary for a Police Superintendent or the principal Dental Officer in the Health ministry. SPREP's maximum salary for F3 is more than that for the Police Deputy Commissioner or an experienced qualified lawyer.

SPREP's salary range for F2 is more than what some qualified accountants and lawyers are paid.



### **Monetary or quantitative values for salary adjustments.**

It is considered prudent that no final or definitive recommendations on the quantum of the adjustments for the minimum rates be made at this stage until SPREP has had an opportunity to review this report and to consider the wider implications (including reaction of staff at the higher steps of each grade who may receive a disproportionate or smaller adjustments) of any amendments.

It is clear that the implications of any adjustment at the lower end of the salary scale without a proportionate corresponding one at the top needs more time than is available in this assignment to consider properly the effects on staff and salary policies.

However as an example of how the adjustments can be structured within the existing salary gradings, we have included in APPENDIX 4(1) some guidelines on what the final salary scales might look like following the survey results and our conclusions from those results. The final adjustments will need further refinement and review after SPREP have fully considered this report.

Total annualized increased salary costs of these adjustments is \$20,731-refer APPENDIX 4(2).

#### **(b) Overtime**

It is suggested that following the 75<sup>th</sup> percentile guidelines that SPREP should extent the maximum salary at which overtime can be paid from \$28,600pa to the top of the maximum of the highest grade of \$36,200pa.

#### **(c) Annual leave/Long service**

The Samoan Public Service offers greater long term leave benefits etc but only in the years of service from 15 years upwards. SPREP is more generous for the lesser years of service (e.g. SPREP gives 15 working days while the Samoan Public Service offers 10 days for years of service from 1 to 8 and 15 days from 9 to 14 years of service).

A comparison with the market shows that SPREP is at the top range of organizations who offer the most attractive annual leave benefits.

Due to the short term nature of SPREP positions, it is not considered appropriate to consider long service leave benefits for SPREP staff.

**(d) Incentives for staff who have reached the top of their grades**

It is understood that bonuses are offered to staff who have reached the top of their grades and who have performed well.

This reward is more than what most other organizations give. For most employees in Samoa (other than those employed in profit making ventures where bonuses are easily related to monetary results), the only avenue for further increases would be in general salary increases or promotions.

**(e) Sports leave and retirement allowances**

It is suggested that SPREP introduces a provision for sports leave for representation on national teams for Samoa. Most organizations including the Public Service provide this for staff representation for national teams up to 4 weeks on full pay.

While no employer specifically refers to the special tax benefit for retiring allowance provided for under Section 9 of the Income Tax Act 1974, it is suggested that SPREP apply this section when ever possible as a benefit to staff especially in cases of serious illness. To assist with qualifying for this section it is suggested that for staff serving say 9 years that their contract specifies the word "retirement" at the end of their service.

**(f) Interpretation of Regulation 3**

As staff have raised the question of whether SPREP staff salaries should be compared to those of other international organizations such as UNDP, it is suggested that SPREP clarify the correct interpretation of Regulation 3 (in terms of CROP and SPREP policies) to staff and amend the section so that there is no ambiguity.

**(g) Meal allowances**

It is suggested that the meal allowance rate of \$10 be increased to say \$15 to accommodate price increases since the original rate was struck some time ago.

**(h) Review of job titles to fit job duties and review line reporting responsibilities within organization chart to reflect actual situation**

It is suggested that a review of duties be done to assess whether the job titles are appropriate.

In at least one case of "Customs Clerk" the job title does not seem to reflect duties as presented by the staff member-Refer APPENDIX 10. The actual duties as provided by the staff member concerned are different from the official list of duties.

Subject to this list being confirmed by management, it does appear that the customs duties represent only one portion of the many other important responsibilities that this person attends to. The problem with inaccurate job title labeling is that it increases the risk of salary comparison errors.

In fairness to the incumbent of this position the job title "Customs clerk" may convey a less senior position than what it really should be. It is therefore possible that in this case, an inaccurate job title or understanding of duties may have adversely affected this employee's salary reviews and grading placement. It is therefore suggested that this position duties, job description, and salary grading be reviewed.

The list of duties for Receptionist/Fax Operator conveys a relatively junior position and accordingly would affect the salary grading especially when salary comparisons are made. It would be useful to review the actual duties carried out for this position and where appropriate re-consider the description of the job title.

Another matter to review is the placement of the position of "Administration Manager" in the organization chart. The SPREP organization chart shows that the Administration Manager reports to a Senior Administration Officer (position vacant now) who in turn reports to the Business Support Manager.

The official list of duties however states that the Administration Manager reports to the Director and Deputy Director under the supervision of the Business Support Manager thereby bypassing the position of Senior Administration Officer altogether.

It is suggested that the placement of this position in the organization chart be reviewed as there may not be a need for a Senior Administration Manager.

Because of the salary grading and position within the organization chart for this position, the salary comparison has focused on Administration Officers excluding the top Administration positions who report directly to the Chief Executive Officers. The latter in very large organizations would earn salaries beyond the maximum shown in grade 3 or the SPREP gradings.

Other large private organizations pay more than \$36,200pa which is the top step in Grade 3 for SPREP for the top Administration position.

It is therefore suggested that this person's actual responsibilities relative to her position within the organization chart and therefore on salary grading be reviewed.

Inappropriate recognition of the importance of job responsibilities may have contributed to the recent loss of the Maintenance Tradesman who is leaving SPREP for a starting salary of \$18,000pa at his new employer compared to the \$13,700pa he is earning in SPREP. A review of this person's qualifications and experience (e.g. qualified tradesman in plumbing and electrical work) would suggest that the title should be upgraded to include the word "Qualified " or "Skilled" assuming that SPREP requires someone of this quality.

It is also suggested that a review be made of whether or not the vacant position of Property Services Officer is really needed given the possibility of using or upgrading some of the other positions to fill the gap. E.g. Property Supervisor. Continuation of a position which may be redundant will not do justice to the positions below that level and may result in those lower level employees performing by default or design, some of the responsibilities intended for the higher position but not being paid for those duties due to their placement within the organization chart.

**(i) Concerns and suggestions raised by staff at meeting between J T Betham and staff on May 17, 2004**

It is suggested that SPREP take on board the concerns and suggestions raised by staff and not covered elsewhere in this report for further review. These matters are shown in the last page of this report.

**3 COMPARISONS OF MINIMUM AND MAXIMUM SALARY RANGES FOR SIMILAR POSITIONS BETWEEN THE SAMOAN PUBLIC SERVICE AND SPREP.**

For comparative purposes this analysis is presented in APPENDIX 12.

It is useful to have this information as Government despite a lower salary package is nevertheless a competitor as it does provide other attractions not reflected in the salary such as study leave; training trips; long term job security and benefits. **(note there is a review of Government remuneration under way but not completed)**

This comparison shows that SPREP salary levels remain more attractive than that for the Samoan Public Service and to this extent it supports the general observations included earlier in the report that SPREP salaries are generally competitive with the market.

It should be remembered that duties and responsibilities are not necessarily identical between the two entities for the same position descriptions and that Government offers other benefits not provided for by SPREP especially in long term benefits and study leave.

#### **4. SALARY COMPARISONS WITH INTERNATIONAL ORGANIZATIONS**

In the terms of reference for this report, it is specifically mentioned that the survey cover the Apia general market including public and private sector employers. It is reasonable to assume that salaries are expected to be subject to income tax within the general employment market. This is supported by the fact that all salaries in Samoa are subject to income tax with the exception of the United Nations agencies local staff.

Discussions with SPREP management indicated that it is their view that comparisons with international organizations such as UNDP are not appropriate as their salaries are tax exempt and therefore do not fall within the general definition of the Apia general market.

We also understand that other CROP agencies do not include tax exempt international organizations for local support staff salary comparison purposes.

However some local support SPREP staff in our discussions have referred to clause 3 of the Staff Regulations. This regulation states that all members of the staff of SPREP are international civil servants and that their responsibilities are not national but exclusively international. Accordingly they have enquired as to whether this justifies salary comparisons with international organizations in Samoa.

It is for SPREP to advise on the correct interpretation of the above regulation. The regulation may simply mean that staff are responsible to an international organization and this seems to be supported by the last sentence in this section where it is stated that staff "pledge themselves to discharge their functions and to regulate their conduct with the interests of SPREP only in view".

There are wide implications in extending the interpretation of this section to international or tax free organizations for purposes of salary comparisons or determination.

As staff have raised this issue it is suggested that SPREP clarify the correct interpretation of this section in terms of CROP policies to staff and amend the section so that there is no ambiguity.

We have attached the current UNDP salary scales in APPENDICES 11(1) and 11(2).

If the UNDP salary scale is used for comparison purposes, there would need to be further upward adjustments made to SPREP salaries.

Because local staff in other international organizations are subject to income tax we did include the diplomatic corps offices in our survey.

## **5 GENERAL CONCLUSIONS OF SALARY COMPARISONS WITH MARKET INDICATORS**

The following conclusions and observations can be drawn from a review of the above methods of comparison:

For all SPREP salary scales the current minimum salaries fall behind the 75<sup>th</sup> percentile point or borderline of the market.

However, the maximum SPREP salary levels are the same as the 75<sup>th</sup> percentile cutoff point.

There is therefore a case for SPREP to review the minimum or starting salary scales upwards or to accelerate the increments in order to move closer towards parity with the market.

It is however acknowledged that such an upgrade at the minimum levels or increment accelerations would have repercussions on the next steps right to the top as well as on the procedures for salary advancement.

Any such review would also have to take into account the fact that there is a compensating factor in favour of current SPREP staff in that the higher salary steps or maximum salaries are similar or higher than the market indicators.

Therefore any adjustments would need to be carefully considered in the wider context of the total salary range and annual reward policy before implementation.

I do not believe it is wise to make any definitive recommendations on the quantum of the adjustments at this stage until SPREP has had an opportunity to review this report and to consider the wider implications of any amendments.

However we have shown in APPENDIX 4(1) an example of how the adjustments may be structured.

## **6 PERFORMANCE SALARY ADJUSTMENTS**

SPREP provides rewards for service of up to two increments a year based on the relevant salary scale. Our experience with the market and as practiced also by the Samoa Public Service indicates that the same or similar procedures are adopted there.

## **7 PAYMENT OF BONUSES**

Not many employers aside from profit making organizations pay bonuses and therefore SPREP's bonus scheme is considered an attraction not readily available elsewhere.

## **8 NUMBER OF SALARY STEPS**

SPREP current salary scale provides for 9 incremental steps. This is similar to other organizations. For example the biggest single employer, the Samoan Public Service provides for five steps within each scale but sometimes two scales overlap for a position so that effectively there are 10 incremental steps.



## **9 OVERTIME**

SPREP current policies are the same for most employers surveyed and this is probably because the minimum conditions on rates and hours worked are governed by the provisions of the Labour and Employment Act 1972 of Samoa.

In one respect however, SPREP is not competitive and that is the maximum salary at which overtime can be paid. For SPREP that annual salary maximum is \$28,600pa. For the Samoan Public Service the annual salary rate is about \$32,384 which is just below the special contract rate. Other employers pay overtime for positions with annual salaries as high as \$38,000pa.

It is accordingly suggested that following the 75<sup>th</sup> percentile guidelines that SPREP should extend the maximum salary at which overtime can be paid from \$28,600pa to the top of the maximum of the highest grade of \$36,200pa.

## **10 INCENTIVES FOR STAFF WHO HAVE REACHED THE TOP OF THEIR GRADES**

Incentives for staff who have reached the top of their grades but who cannot advance further because of incompatibility due to lack of qualifications or ability etc are fairly restricted. In the Public Service the incentives are provided for by long service benefits such as long term leave entitlements etc.

SPREP's practice in paying bonuses is therefore considered a benefit not usually available in the market place in Samoa.

Other common incentives for staff who are unable to advance beyond the top of their grades are token gifts especially where such staff have served for long periods of time.

These gifts while inexpensive do mean a lot to staff and are a great morale booster as well as further incentives for other staff to strive for the same goals.

## **11 ANNUAL LEAVE ENTITLEMENTS COMPARISONS**

A survey of 21 organizations employing in total staff numbers of about 6,500 (including 5,500 of the Public Service) for annual leave entitlements is shown in APPENDIX 7.

This survey indicates that using the 75<sup>th</sup> percentile criteria, SPREP offers the same or better annual leave entitlements for the first years up to about 10 to 15 years. After this period, SPREP's annual leave entitlements are not as attractive when compared to the market. However this is understandable given the short term nature of SPREP local support staff employment contracts.

If it is considered that because SPREP's employment conditions for support staff, employees are not employed for long term periods (say in excess of 9 years) then there is no compelling need to change SPREP's current leave entitlements.

## **12 SICK LEAVE ENTITLEMENTS**

Compared to the market, SPREP sick leave entitlements are more generous especially when coupled with the benefits relating to medical cover and personal accident and disability insurance.

## **14 CURRENT SPREP SUPPORT STAFF BENEFITS**

A survey was done on the benefits in the market and a comparison to what SPREP currently offers made. Refer APPENDIX 6 that summarizes the findings.

A separate section is devoted to Paternity, Maternity and sick leave provisions.

This comparison shows that with the one exception of maximum salary levels at which overtime is paid, SPREP fares the same or better than the market for the listed benefits.

Recommendations to change SPREP's maximum level of salary for overtime purposes are made in the earlier sections of this report.

## **15 MATERNITY AND PATERNITY (COMPASSIONATE) LEAVE PROVISIONS**

Please refer to APPENDIX 8 for the results of our survey.

The findings in our survey indicate that SPREP is more generous in all of these benefits than what is generally available in the employment market in Samoa including the Public Service.

## **16 BENEFITS THAT SPREP DOES NOT OFFER**

Benefits that are available for some employees including public servants but are not specifically provided for in the SPREP staff regulations are shown in APPENDIX 9.

These are sports leave; long service leave; retirement and resignation leave provisions.

It is suggested that SPREP introduces a provision for sports leave for representation on national teams for Samoa.

While no employer specifically refers to the special tax benefit for retiring allowance provided for under Section 9 of the Income Tax Act 1974, it is suggested that

SPREP apply this section when ever possible as a benefit to staff especially in cases of serious illness. To assist with qualifying for this section it is suggested that for staff serving say 9 years that their contract specifies the word "retirement" at the end of their service.

## **17 STAFF DEVELOPMENT AND TRAINING**

It is difficult to justify recommending that benefits which the Public Service offers in terms of long periods of study leave on full pay and training courses sponsored by overseas agencies be also offered by SPREP.

This is because of the special short term nature of employment contracts for SPREP and the uncertainty of cashing in on the investment of a long term training period for staff.

In house; on the job; and short training courses available locally and regionally are probably therefore the best options for SPREP.

## **18 CONCERNS RAISED BY STAFF AT OUR MEETING ON MAY 17, 2004**

The following concerns and/or suggestions were raised by some staff during our above meeting.

- (a) Salary comparisons should be with other CROP countries as SPREP is not a local organization but an international one as stipulated under Regulation 3.
- (b) Salary reviews should be done annually.

- (c) Maternity leave should be allowed to be taken in advance after six months service.
- (d) Education allowance should be extended to support staff as they face the same expense requirements as do professional staff.
- (e) SPREP should provide the bus service to and from work free and the \$1 charge cancelled.
- (f) List of duties be updated to reflect actual work being currently carried out and/or job descriptions be reviewed to match list of duties. In particular the Customs clerk provided a list of actual duties not reflected in his official list. – Refer APPENDIX 10.

Similarly the Registry Management Assistant and the Receptionist/Fax Operator complained that their job descriptions do not properly reflect the importance of the actual responsibilities being undertaken.

It is suggested that SPREP take on board these concerns and suggestions for further review.

## SPREP STAFF REGULATIONS-Appendix 1

### SCHEDULE 2A<sup>1</sup>

#### SALARY SCALES FOR SUPPORT STAFF FROM 1 JANUARY 2002

##### Support Staff

Grade	CED Points		Samoan Tala per annum									
	Minimum	Maximum	Minimum	Point 2	Point 3	Point 4	Point 5	Point 6	Point 7	Point 8	Maximum	
F3	240	259	23,400	25,000	26,600	28,200	29,800	31,400	33,000	34,600	36,200	
F2	220	239	18,400	19,675	20,950	22,225	23,500	24,775	26,050	27,325	28,600	
F1	200	219	12,800	13,700	14,600	15,550	16,400	17,300	18,200	19,100	20,000	
D/E	110	199	8,200	8,775	9,350	9,925	10,500	11,075	11,650	12,225	12,800	
B/C	60	109	5,200	5,575	5,950	6,325	6,700	7,075	7,450	7,825	8,200	
A	40	59										

##### Grade: Staff Position:

- F3 Administration Officer; Personal Assistant to the Director, Personal Assistant to D/Director  
 F2 Assistant Accountant; Property Services Officer; Registry Supervisor; Conference and Travel Officer; Secretary  
 F1 Assistant Librarian; Administration Assistant; Records Management Assistant; Finance Officer; Programme Assistant; Maintenance Tradesman;  
 D/E Customs Clerk; Driver/Clerk; Registry Clerk; Handyman; Receptionist  
 B/C Teaperson/Cleaner/Clerical Assistant; Nightwatchman/Security; Cleaner/Teaperson/Messenger;  
 A Groundsman/Gardener; Cleaner  
 [No staff positions in this Grade]

<sup>1</sup> Proposed new Schedule 2A to be inserted at a future SPREP Meeting. To apply to all new contracts and extensions to old contracts entered into on or after 1 January 2002

## SPREP Support Staff Benefits **Appendix 2**

As of review - April 2004

Overtime (for all support staff)	<p>Payable up to the maximum step of Grade F2 (\$28,600)</p> <p>(i) one and a half time the normal hourly rate for days other than public holidays and Sundays; and</p> <p>(ii) double time for Sundays and public holidays.</p> <p>Driver/messenger, Gardener, Handyman and Teaperson/Cleaner is required to work either 40hrs a week or 8hrs a day before overtime rate applies.</p> <p>Meal allowance (\$10) for more than 6hrs work on a non-working day or beyond 6.30pm on a full working day.</p> <p>Transport assistance for more than 1hr's overtime on a normal working day and during weekends and public holidays. Staff are entitled to SPREP transport if available, reimbursable taxi fare or personal transport reimbursement at prevailing public transport rates.</p>	<p>Reg. 18</p> <p>Reg. 17 (c)</p> <p>Reg. 18 (c)</p> <p>Reg. 18/ 29</p>
Performance increments	Evaluated annually and awarded on highly satisfactory performance	Reg. 20(f)(i)
Increment in recognition of permanent increases in formal skill levels	Equivalent to one step on support staff attaining additional formal qualification	Reg. 20(f)(ii)
Performance bonus	For support staff who have reached maximum of grade, Director may on annual assessment of highly satisfactory performance award as a non permanent increase in salary a bonus not exceeding 5% of current salary	Reg. 20(g)
Annual leave	15 working days per annum, accumulating up to 50 working days subject to Director's approval.	Reg. 25
Sick leave (same to all staff)	30 working days per annum, after one year service, accumulating up to 90 days. Uncertified sick leave however is limited to 6 days a year.	Reg. 26
Maternity leave (same to all staff)	60 working days, after one year service on full pay, to be taken not more than 30 days before and after confinement date.	Reg. 27 (a)
Family leave (Compassionate and Paternity) (same to all staff)	Not more than 5 days per situation or maximum of 6 days in one year plus minimal travel time outside or within Samoa. Leave applies towards immediate family members only (such as spouse, children, parents or birth of a male staff member).	Reg. 27 (b)
Examination leave	Leave credit to attend/sit an examination is awarded upon successful passing an examination towards an approved course of studies directly relevant to officer's duties.	Reg. 27 (e)
Training (same to all staff)	Priority is given to support staff, where deemed necessary in the interests of SPREP, to undertake training in areas directly related to their duties and advancement. Reimbursement of training or course fees is awarded on successful completion.	Reg. 32 (j)
Life Insurance Policy (same to all staff)	Term life cover equivalent to twice salary for staff member.	
Personal Accident and disability Insurance (same to all staff)	Cover for personal accident and disability	Reg. 32 (a)
Medical cover (same to all staff)	For staff and dependents – cover local medical consultation, pharmaceutical benefits and overseas medical evacuation and treatment (subject to certain conditions) outpatient. Includes optical, and dental	Reg. 32 (c)
Superannuation/ NPF (same to all staff)	SPREP subsidy of 7% of salary.	Reg. 32(f)
Protective Gear	For maintenance and cleaning staff	Reg. 32(h) & (i)

## Market salary ranges for Samoa similar to SPREP

## Appendix 3

Sector	MARKET	Min	Max	Mid-Point	75% Percentile		SPREP salary scale	
					Average Min	Average Max		Mid Point Average
1 Private	Samoa Shipping Services Ltd- Legal Officer	\$34,729	\$34,729	\$34,729	\$30,393	\$32,792	\$31,592	F3
2 Private	Middle level accountants (eg Management Accountant)	\$30,000	\$35,000	\$32,500				
3 Private	Central Bank of Samoa-Internal Auditor	\$31,555	\$31,555	\$31,555				
4 Private	Development Bank of Samoa- Manager -legal division	\$33,140	\$33,140	\$33,140	Includes allowance of \$2,640			
5 Private	Development Bank of Samoa- Manager -Finance divisor	\$33,140	\$33,140	\$33,140				
6 Private	Commercial Banks- Senior Recoveries Officer	\$30,000	\$30,000	\$30,000				
7 Private	EPC- Chief Internal Auditor	\$29,718	\$34,453	\$32,086	Max now increased to \$39,870-			
8 Public	Police Deputy Commissioner	\$29,587	\$35,180	\$32,384	Refer Observer May 14, 2004			
9 Private	Airline Operations- Budget Analyst	\$29,566	\$29,566	\$29,566				
10 Private	South Pacific Games 2007 Authority- Admin Officer	\$28,417	\$32,384	\$30,401				
11 Public	Director Nursing(number of employees for Public Service	\$28,417	\$32,384	\$30,401	Next level starts from \$35,180 to \$39,376			
12 Public	Senior State Solicitor with 3 years experience	\$28,417	\$32,384	\$30,401				
13 Public	Chief Pharmacist	\$28,417	\$32,384	\$30,401	75th Percentile ends here			
14 Public	Attorney General- Principal Solicitor/Parliamentary Coun:	\$28,417	\$32,384	\$30,401				
15 Public	Principal Dental Officer	\$28,417	\$32,384	\$30,401				
16 Public	Charge Radiographer	\$28,417	\$32,384	\$30,401				
17 Public	Medical Doctors	\$28,417	\$33,783	\$31,100	Excludes Medical Consultants Specialists			
18 Public	College Principal top grade	\$28,417	\$32,384	\$30,401				
19 Public	Samoa Health Dept- Project Capital Assets Manager	\$28,417	\$32,384	\$30,401				
20 Public	South Pacific Games Authority- Principal Accountant	\$28,417	\$32,384	\$30,401				
21 Public	Samoa Visitors Bureau- Manager Marketing Division	\$28,000	\$35,000	\$31,500				
22 Private	National University of Samoa-Project Coordinator	\$28,000	\$34,000	\$31,000				
23 Private	Water Authority- Team Leader Customer & Corporate S	\$27,770	\$35,850	\$31,810				
24 Public	Ministry of Finance-Building Manager	\$27,314	\$35,384	\$31,349				
25 Public	Education Dept- Project Coordinator	\$27,000	\$31,000	\$29,000				
26 Private	Small Business Enterprise Centre- Office Manager	\$27,000	\$32,000	\$29,500				
27 Private	Professional firm- Administration Manager	\$27,000	\$27,000	\$27,000				
28 Private	Samoa Polytechnic- Snr Lecturer Business Studies	\$26,815	\$35,184	\$31,000				
29 Private	Samoa Polytechnic- Staff Development officers & Senior	\$26,565	\$34,934	\$30,750				
30 Private	Samoa Polytechnic- Snr Lecturers Radio/Electronics	\$25,300	\$33,270	\$29,285				



**PROPOSED SALARY STRUCTURE GUIDELINES-APPENDIX 4(1)****COMPARISON OF SPREP POSITIONS WITH 75% POSITION OF MARKET****GRADE**

<b>F3</b>	<b>MINIMUM</b>	<b>%</b>	<b>MAXIMUM</b>	<b>%</b>
SPREP	23,400.00	70	36,200.00	84
75% POSITION IN MARKET	25,000.00	75	32,384.00	75
PROPOSED	25,000.00	75	36,200.00	84
% salary increase	7%	7%	0%	0%
<b>F2</b>	<b>MINIMUM</b>	<b>%</b>	<b>MAXIMUM</b>	<b>%</b>
SPREP	18,400.00	72	28,600.00	91
75% POSITION IN MARKET	19,176.00	75	23,663.00	75
PROPOSED	19,176.00	75	28,600.00	91
% salary increase	4%	4%	0%	0%
<b>F1</b>	<b>MINIMUM</b>	<b>%</b>	<b>MAXIMUM</b>	<b>%</b>
SPREP	12,800.00	62	20,000.00	83
75% POSITION IN MARKET	15,553.00	75	18,000.00	75
PROPOSED	15,552.00	75	20,000.00	83
% salary increase	22%	22%	0%	0%
<b>D/E</b>	<b>MINIMUM</b>	<b>%</b>	<b>MAXIMUM</b>	<b>%</b>
SPREP	8,200.00	74	12,800.00	96
75% POSITION IN MARKET	8,300.00	75	10,000.00	75
PROPOSED	8,304.00	75	12,800.00	96
% salary increase	1%	1%	0%	0%
<b>B/C</b>	<b>MINIMUM</b>	<b>%</b>	<b>MAXIMUM</b>	<b>%</b>
SPREP	5,200.00	70	8,200.00	111
75% POSITION IN MARKET	5,544.00	75	5,544.00	75
Proposed	5,544.00	75	8,200.00	111
% salary increase	7%	7%	0%	0%



Appendix 5

Comparisons of SPREP positions with market

3 Pages Number of employees	Position	Current salary		Grade	Comparable market positions		Min	Max	Minimum salary Maximum salary	
		Min	Max		75th Percentile	75th Percentile				
1	Biodiversity Support Officer	\$36,200	\$36,200	Point 9	Public	Samoan Health Dept- Project Capital Assets Manager	\$28,417	\$32,384	\$28,417	\$36,087
2					Private	National University of Samoa-Project Coordinator	\$28,000	\$34,000	\$28,000	\$34,453
3					Public	Education Dept- Project Coordinator	\$27,000	\$31,000	\$27,000	\$34,000
4	Administration Officer	\$31,400	\$36,200	Point 6	Private	Small Business Enterprise Centre- Office Manager	\$27,000	\$32,000	\$27,000	\$32,384
5					Private	Professional firm- Administration Manager	\$27,000	\$29,000	\$27,000	\$31,000
6					Private	Trust Net- Office Manager	\$25,000	\$30,000	\$25,000	\$30,000
7					Private	National University of Samoa- Personnel Officer	\$24,511	\$29,794	\$24,511	\$29,794
8	Biodiversity Support Officer	\$36,200	\$36,200	Point 9	Private	Small Business Enterprise Centre- Project Officer	\$24,314	\$32,384	\$24,314	\$28,679
9					Public	Ministry of Natural Resources & Environment- Principal Management Of	\$24,314	\$32,384	\$24,314	\$27,000
10	Administration Officer	\$31,400	\$36,200	Point 6	Private	AusAid Officer- Office Manager/Personal Asst to High Commissioners	\$24,000	\$36,087	\$24,000	\$23,663
11					Private	EPC- Supervisor Human Resource & Personnel	\$23,807	\$34,453	\$23,807	\$21,207
12	Personal Assistant to Dep Director	\$29,800	\$29,800	Point 5	Public	Public Service- Chief Admin Officer	\$21,715	\$23,663	\$21,715	\$20,000
13	Personal Assistant to Director	\$31,400	\$31,400	Point 6	Private	Large Private company and Professional firms-Secretary	\$20,517	\$27,000	\$20,517	\$19,901
14	Personal Assistant to Dep Director	\$29,800	\$29,800	Point 5	Public	Commercial Banks- Secretary to CEO	\$20,000	\$25,000	\$20,000	\$19,176
15					Private	Executive Assistant/Personal Asst to Directors	\$19,684	\$21,207	\$19,684	\$18,888
16					Private	Asst to Management Accountant	\$18,888	\$28,679	\$18,888	\$15,000
17					Private	Agriculture Stores Corporation- Accountant, Secretary	\$15,000	\$20,000	\$15,000	\$13,500
18					Private	Commercial Banks- Secretary to Divisional Managers	\$13,500	\$16,250	\$13,500	\$13,405
1	Registry Supervisor	\$28,600	\$18,400	Point 9	Private	Personal Asst to Director-lowest step	\$12,616	\$19,176	\$12,616	\$19,930
2					Public	National University of Samoa- Information & Conference Manager	\$25,193	\$29,993	\$25,193	\$23,663
3	Programme Assistant , KRA-1	\$20,950	\$20,950	Point 3	Public	Education Dept- Research & Planning	\$19,684	\$23,663	\$19,684	\$21,207
4					Private	Ministry-Natural Resources & Environment- Program Officer	\$19,176	\$21,207	\$19,176	\$19,930
5	Assistant Accountant	\$24,775	\$24,775	Point 6	Private	Samoan Tourism Authority-Communications Officer	\$16,886	\$19,930	\$16,886	\$18,000
6	Registry Supervisor	\$28,600	\$28,600	Point 9	Private	Assistant Accountants	\$15,553	\$18,000	\$15,553	\$15,000
7	Programme Assistant , KRA-1	\$20,950	\$20,950	Point 3	Private	Small Business Enterprise Centre- Information Officer	\$15,000	\$18,000	\$15,000	\$12,616
8	Registry Supervisor	\$28,600	\$28,600	Point 9	Public	Small Business Enterprise Centre- Information Officer	\$12,616	\$19,176	\$12,616	\$10,810
9	Conference & Travel Officer	\$18,400	\$18,400	Point 1	Private	Public Service- Registry Supervisors	\$10,810	\$14,128	\$10,810	\$11,917
1	Administrative Assistant	\$20,000	\$12,800	Point 9	Public	National University-Records Officer/Registry Secretary	\$7,984	\$11,917	\$7,984	\$6,518
2	Programme Assistant KRA-3	\$19,100	\$20,000	Point 8	Public	Snr Accounts Officer/Personnel Officer/Snr Travel Consultant	\$6,518	\$10,449	\$6,518	\$10,449
3	Finance Officer	\$18,200	\$18,200	Point 7	Public	Snr Records clerk	\$19,684	\$21,207	\$19,684	\$23,663
4	Programme Assistant IWP	\$19,100	\$19,100	Point 8	Public	Executive Assistant/Project Accountants	\$19,684	\$23,663	\$19,684	\$21,207
5	Administrative Assistant	\$20,000	\$20,000	Point 9	Public	Treasury-Accountant Financial/Missions/Reporting	\$19,176	\$21,207	\$19,176	\$20,000
6	Finance Officer	\$18,200	\$18,200	Point 7	Public	Ministry-Natural Resources & Environment- Program Officer	\$17,655	\$21,207	\$17,655	\$19,901
7					Public	Senior Procurement Officers	\$17,655	\$21,207	\$17,655	\$18,000
					Public	Assistant Accountants	\$17,655	\$21,207	\$17,655	\$15,750
					Public	Treasury Dept- Snr Finance Officers-Revenue etc	\$17,655	\$21,207	\$17,655	\$15,412

8	Maintenance Tradesman		\$13,700	Point 2	Private	Government Corporation- Maintenance Officer	\$15,750	\$15,750	\$15,750	\$15,750	\$15,227
9	Finance Officer		\$18,200	Point 7	Private	Assistant Accountants	\$15,553	\$18,000	\$15,553	\$14,128	\$13,196
10	Finance Officer		\$17,300	Point 6	Private	Senior Clerks companies	\$15,227	\$15,227	\$15,227	\$12,160	\$12,255
11	Programme Assistant IWP		\$19,100	Point 8	Private	Small Business Enterprise Centre- Information Officer	\$15,000	\$18,000	\$15,000	\$12,000	\$11,917
12	Finance Officer		\$18,200	Point 7	Private	Agriculture Stores Corporation- Accountant, Secretary	\$15,000	\$20,000	\$15,000	\$11,802	\$11,802
13	Administrative Assistant		\$20,000	Point 9	Private	Administration Supervisor-Airflines	\$13,405	\$19,901	\$13,405	\$10,899	\$10,400
14	Maintenance Tradesman		\$13,700	Point 2	Public	Administrative Assistant	\$12,616	\$15,412	\$12,616	\$9,000	\$8,880
15	Administrative Assistant		\$20,000	Point 9	Public	Personnel Officer, General Tradesman	\$12,160	\$12,160	\$12,160	\$10,899	\$10,899
16	Registry Management Assistant		\$13,700	Point 2	Private	Ministry of Works- Foremen	\$10,810	\$12,225	\$10,810	\$10,400	\$10,400
17	Maintenance Tradesman		\$13,700	Point 2	Private	Semi skilled tradesmen	\$10,810	\$14,128	\$10,810	\$8,880	\$8,880
18	Finance Officer		\$14,600	Point 3	Private	Samoa National Provident Fund- Snr Accounts clerks	\$10,259	\$11,802	\$10,259	\$11,802	\$11,802
19	Programme Assistant KRA-5		\$13,700	Point 2	Public	South Pacific Games 2007 Authority-Accounts clerk	\$10,259	\$11,802	\$10,259	\$11,802	\$11,802
20	Assistant Librarian		\$20,000	Point 9	Private	Samoa Polytechnic- Assistant Librarian	\$9,392	\$13,196	\$9,392	\$9,392	\$9,392
21	Finance Officer		\$17,300	Point 6	Private	SUNGO- Accounts/Admin Officer	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000
22	Finance Officer		\$14,600	Point 3	Private	SUNGO- Accounts/Admin Officer	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000
23	Programme Assistant KRA-5		\$13,700	Point 2	Private	SUNGO- Accounts/Admin Officer	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000
24	Finance Officer		\$14,600	Point 3	Private	Airline and Insurance Companies- Senior accounts officers	\$8,106	\$12,000	\$8,106	\$8,106	\$8,106
25	Programme Assistant KRA-5		\$20,000	Point 9	Private	Airline and Insurance Companies- Senior accounts officers	\$8,106	\$12,000	\$8,106	\$8,106	\$8,106
26	Administrative Assistant		\$20,000	Point 9	Private	Samoa Water Authority- Administrative Assistant	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
27	Maintenance Tradesman		\$13,700	Point 2	Private	General Tradesman/Technical Librarian	\$7,984	\$11,917	\$7,984	\$7,984	\$7,984
28	Programme Assistant KRA-3		\$12,800	Point 1	Public	Ministry of Works- Leading Hands Civil Works	\$7,765	\$8,880	\$7,765	\$7,765	\$7,765
29	Customs clerk		\$12,800	Point 9	Private	Senior Library Assistant	\$5,400	\$8,880	\$5,400	\$5,400	\$5,400
30	Driver/clerk		\$8,775	Point 2	Private	Shipping/Sieving company- customs clerk	\$11,000	\$12,000	\$11,000	\$12,000	\$12,000
31	Receptionist/Fax Operator		\$12,800	Point 9	Private	Muaaleoo Environment Trust Inc- Accounts shipping clerk	\$9,000	\$12,000	\$9,000	\$10,449	\$10,449
32	Customs clerk		\$12,800	Point 9	Private	Commercial Banks- Driver	\$9,000	\$9,000	\$9,000	\$9,562	\$9,562
33	Driver/clerk		\$8,775	Point 2	Private	Shipping/Sieving company- Driver/Freight clearance/clerical	\$8,300	\$10,000	\$8,300	\$8,300	\$8,300
34	Receptionist/Fax Operator		\$12,800	Point 9	Private	Samoa National Provident Fund- Receptionist/Typiste	\$6,573	\$8,086	\$6,573	\$6,573	\$6,573
35	Customs clerk		\$12,800	Point 9	Private	Senior accounts clerk	\$6,518	\$10,449	\$6,518	\$6,518	\$6,518
36	Driver/clerk		\$8,775	Point 2	Private	Senior driver	\$6,518	\$8,880	\$6,518	\$6,518	\$6,518
37	Receptionist/Fax Operator		\$12,800	Point 9	Private	Commercial Banks- Receptionist	\$6,500	\$8,500	\$6,500	\$6,500	\$6,500
38	Customs clerk		\$12,800	Point 9	Private	Customs Officer	\$6,388	\$9,682	\$6,388	\$6,388	\$6,388

\$4,910

8	Records clerk	\$8,200	Point 1	Private	Security Officers/Records Officer	\$6,388	\$9,582	\$4,910	
9	Receptionist/Fax Operator	\$12,800	Point 9	Private	Samoa Water Authority-Receptionist	\$5,500	\$6,000	\$5,500	
10				Public	Short hand typists/receptionist	\$5,400	\$9,880	\$5,400	
11				Private	Account clerks/cashiers/receptionist/Asst Tradesmen/Storemen	\$5,322	\$7,984	\$5,322	
12				Private	Government Corporation-Receptionist	\$4,910	\$4,910	\$4,910	
				Public	Telephone operators/receptionists/junior typistes	\$4,211	\$5,182	\$4,211	
\$5,200 \$6,200 B/C									
1	Groundsmann/Gardener	\$7,075	Point 6	Public	Senior Security	\$6,518	\$7,485	\$7,485	
2	Night watchman	\$8,200	Point 9	Private	Samoa Polytechnic- Driver/Groundsman	\$6,500	\$6,500	\$6,500	
3	Tea lady/cleaner/clerical assist	\$8,200	Point 9	Private	Night watchman	\$5,544	\$5,544	\$5,544	
4				Private	Government Corporation-Tea lady/cleaner	\$4,675	\$4,675	\$4,675	
5	Cleaner	\$5,200	Point 1	Private	Leading hand cleaners	\$4,459	\$6,655	\$6,655	
6	Night watchman	\$8,200	Point 9	Private	Groundsman	\$4,211	\$6,278	\$6,278	
7	Tea lady/cleaner/clerical assist	\$8,200	Point 9	Private	Manufacturing company-Night watchman	\$4,160	\$4,160	\$4,160	
8				Private	Manufacturing company-Tea Lady	\$3,806	\$3,806	\$3,806	
9	Cleaner	\$5,200	Point 1	Private	Manufacturing company-Cleaners	\$3,806	\$3,806	\$3,806	
10	Night watchman	\$8,200	Point 9	Private	Drivers/Cleaners/Nightwatchmen/ Cook	\$3,713	\$5,544	\$5,544	
11	Tea lady/cleaner/clerical assist	\$8,200	Point 9	Private	Drivers/Cleaners/Nightwatchmen/ Cook	\$3,713	\$5,544	\$5,200	
12				Private	Messengers/Office cleaners	\$3,640	\$5,200	\$3,640	
13	Night watchman	\$8,200	Point 9	Private	Government Corporation- night watchman	\$3,536	\$3,536	\$3,536	
14	Groundsmann/Gardener	\$7,075	Point 6	Private	Major Assembly factory -cleaners	\$3,328	\$3,328	\$3,328	
15	Cleaner	\$5,200	Point 1	Private	Major Assembly factory -cleaners	\$3,328	\$3,328	\$3,328	
	Cleaner/Tea person	\$7,450	Point 7	As above					

## SPREP benefits compares to market -2 pages

## Appendix 6

For annual leave, sick leave and maternity and paternity leave see separate sections

Type of benefit	Entitlements	Market	Comments
Overtime	Payable up to maximum step of Grade F2 (\$28,600)	Public Service pays up to top of special grade scale \$32,384 Other Government corporations pay up to below Divisional Managers' levels eg up to \$38,000pa. Airline company does not pay overtime for salaries of \$19,371 and above.	SPREP less attractive
Overtime rates	One and a half times the normal hourly rate for days other than public holidays and Sundays. Double time for Sundays and public holidays.	Same as market follows Labour laws.	SPREP is similar
Meal allowances (excluding overseas travel).	\$10 for more than 6 hours work on a non-working day or beyond 6.30pm on a full working day.	Public Service-no formal policy but HOD sometimes authorise meal money for after hours work.National University of Samoa- as above Other Government Corporations -as above Accident Compensation Corporation-nil Samoa National Provident Fund- Meal allowance paid beyond 7.30pm on a full working day. Also for 6 hrs or more at weekends and public holidays. Commercial banks- Meal money of \$10 paid at the discretion of management for work after 8pm.	SPREP is similar
Transport assistance	Transport for more than 1 hour's overtime on a normal working day and during weekends and public holidays is provided by SPREP vehicles or reimbursable taxi fares or personal transport at prevailing public transport rates.	Public Service- Non taxable transport allowances of \$3,000pa are paid for contract officers and above.ie Annual salary of \$35,180pa and above. For other staff benefits are similar to SPREP. Most organisations provide transport assistance for staff after working hours or work during weekends and public holidays.	SPREP is similar
Performance increments	Evaluated annually and awarded on highly satisfactory performance	Same. As with SPREP Samoan employers also give up to two increment steps for exceptional performance.	SPREP is similar
Family leave (Compassionate and Paternity)	Refer separate section on Maternity and Paternity leave	Refer separate section on Maternity and Paternity leave For compassionate or bereavement leave, the Public Service provides 3 consecutive days plus travelling time on full pay compared to SPREP's allowance of up to 5 days plus minimal travelling time.	SPREP is similar
Examination leave	Unspecified number of days but leave credit to attend or sit an examination is awarded upon successful passing an examination towards an approved course of studies relevant to officer's duties	Same but maximum number of days usually set at 5 days per annum Tertiary institutions offer substantial greater benefits for obvious reasons The Public Service grants study leave of one and a half days for each paper sat for local exams. Permanent officers of the Public Service are eligible for overseas study leave with or without pay.	SPREP is similar
Training	As per SPREP regulation 32(I)	Most organisations also provide similar benefits	SPREP is similar
Life Insurance cover	Term life equivalent to twice salary of staff member	Most organisations including the Public Service do not provide this benefit Of the 20 organisations surveyed, most provided some cover only for senior staff and some have adopted the special cover offered by Samoa Life Assurance which also includes benefits for disability	

	retirement and accident.		SPREP is similar
Personal Accident and disability insurance	As per Reg 32 (a)	As above. Cover is provided for overseas travel for most including Government. SPREP provides better benefits than most employers in Samoa.	SPREP is better
Medical cover	As per Reg 32	Because of the cost, most organisations including the Public Service do not provide this cover. For those (eg Polynesian Airlines) there is a limit of about \$3,000 on the cover. Of the few organisations who do provide this benefit it only applies to senior staff. However for overseas official trips cover is provided by most organisations including Government.	SPREP is better
Superannuation NPF	SPREP provides 7% of salary	Most organisations including the Public Service provide the standard 5% of salary. Therefore SPREP is more generous than most employers	SPREP is better
Protective gear	For maintenance and cleaning staff	Most organisations in Samoa provide same or similar requirements mainly for safety and health reasons.	SPREP is similar

Note: Only Polynesian Airlines offer greater employer NPF contributions but only for pilots, expatriate and some top management staff

## Market Indicators Annual leave entitlements-Appendix 7

A total of 21 organisations were surveyed including the Public Service

A total of 6500 employees were covered in this survey including about 5,500 Public Service employees.

	Annual leave pa % or Organisations who provided	Sick leave pa % or Organisations who provided
Year 1- 10 working days		65
Year 2- 15 working days		5
Year 3 upwards-20 working days	5	15
Years 1 to 7 -10 working days		10
Years 8 upwards- 20 working days	5	
Years 1 to 9- 10 working days		5
Years 10 upwards- 20 working days	5	
For senior staff above level of cleaners, nightwatchman, messengers etc- 15 days		
For less senior staff- 10 working days	18	
For all staff except Managers- 10 working days	5	
For senior staff- 20 to 25 working days		
For junior staff- 15 working days	23	
1-4 years- 10 working days		
5-9 years-15 working days		
10-14 years-20 working days		
15 years and more- 25 working days	5	
1-5 years- 10 working days		
6-10 years-15 working days		
11 years and over-20 working days	5	
1-10 years- 10 working days		
11 years and over- 15 working days plus 3 additional days for every year of completed service	5	
Regardless of years of service-10 days	19	
Public Service		
1 to 8 years of service-10 days		
9 to 14 years of service-15 days		
15 years and over-20 days (excludes long service leave)	5	
SPREP entitlements	100	100
15 days pa and accumulating to 50 days		
Percentage in number of employees		
Government	75%	
Others	25%	



## Appendix 8

### Survey on Maternity and Paternity Leave benefits-May 2004

#### 1 Number of organizations surveyed and employees included

A survey of maternity/paternity leave benefits in relation to twenty-one organizations in Samoa was carried out by our firm and updated recently. These organizations, including the largest employers, employ over 9,000 workers in total and in terms of numbers represent the majority of formally paid employees in Samoa. The Public Service Commission included in the survey employs about 5,500 workers.

#### 2 Results of survey

The statistical results of this Survey are summarized in this report.

#### 3 Types of organizations surveyed

The following types and number of organizations are included in this Survey.

Type of organization	Number included
Professional Public Accounting firm	1
Educational Tertiary Institutions	2
Church/Educational institutions	1
Insurance/Superannuation/Compensation Funds	4
Samoa Public Service	1
Airline Company	1
Shipping Company	2
General Merchants	2
Manufacturing Companies	2
Public Utilities	1
Parts Assembly Company	1
Financial Institution	3
<b>Total number of organizations</b>	<b>21</b>

#### 3 Maternity and/or Paternity Leave

It should be noted that these types of leave are not accumulated (i.e. they are paid only when an employee has a child born); are normally given after one year's service, and are not paid cash in lieu. Paternity and Maternity leave are not given to a husband and wife who are both employed by the same employer. In these instances, it is assumed that the relatively greater benefit, which is maternity leave, will be taken by the wife with the husband having to resort to other types of leave such as annual leave.

Of the twenty-one organizations surveyed the majority (13 or 62% ) provided paid maternity leave... In relation therefore to SPREP conditions for these benefits, SPREP

easily falls within the 75<sup>th</sup> percentile of the number of employers who pay maternity leave. SPREP is more generous than the Public Service in its Maternity leave provisions<sup>1</sup>. Only SPREP and the National University of Samoa pay up to 60 days on full pay for maternity leave. It is understood that other tertiary/educational institutions also pay generous maternity leave entitlements.<sup>2</sup>

However in contrast, 14 employers or 66 percent did not provide any paid paternity leave

Accordingly for paternity leave SPREP is more generous than most of the organizations surveyed with the one exception of the National University of Samoa where paternity leave is the same as maternity leave benefits..

The number of days granted for maternity leave ranged from as low as 10 days to as high as 60 days paid leave per. annum. The Public Service grants up to 40 working days for maternity leave with pay but may grant up to an additional 4 months but without pay.

The National University of Samoa (NUS) is the most generous in terms of these benefits. They grant a female employee maternity leave on full pay up to a maximum of 60 days and in special circumstances, the Vice Chancellor may grant up to a total of 4 months leave on full pay. NUS also grants paternity leave on full pay up to a maximum of 60 days.

The following table summarize the percentage of organizations that offered various types of leave .

**Number and percentage of organizations that offered various lengths of long service leave. (Table 1).**

Maternity leave days pa	No of organizations	Percentage of Organizations	Paternity leave Days pa	No of organizations	Percentage of Organizations
None	8	38%	None	14	66%
10 days pa	2	10%	2 days	2	10%
15 days pa	1	5%			
20 days pa	4	19%	3 days	2	10%
25 days pa	1	5%	5 days	2	10%
30 days pa	1	5%	60 days	1	4%
40 days pa	3	13%			
60 days pa	1	5%			

#### 4 Conclusions

<sup>1</sup> SPREP pays up to 60 days on full pay for maternity leave while the Samoan Public Service pays up to only 40 days on full pay.

<sup>2</sup> Samoa Polytechnic also pays 60 days while the University of the South Pacific is understood to pay even more.

The above tables show that:

- *The majority of employers in number or sixty six percent of those surveyed do not offer paternity leave*
- *Given that the Samoa Public Service Commission does not offer paternity leave, therefore in terms of the number of employees, the majority of employees in Samoa therefore do not also have access to paternity leave benefits. Paternity leave is therefore not generally expected as a standard employment benefit in Samoa.*
- *SPREP is therefore more generous in this respect than the majority of employers surveyed and the majority of the number of employees covered in this report..*
- *The number of paternity leave days granted ranged from a low of 4 days to 10 days with the average being 3 days per annum. However one tertiary institution offers 60 days.*
- *SPREP's allowance of 5 days is therefore above the average and is at the top range with the one exception of the National University of Samoa.*
- *The majority of employers and employees, including the Public Service Commission participate in maternity leave benefits. Of the employers surveyed, sixty two percent provided some sort of maternity leave.*
- *Maternity leave is therefore generally expected as a standard employment benefit in Samoa.*
- *The average number of days of maternity leave provided is 10 day while the number of days granted ranged from 10 to 60 days per occasion. SPREP pays at the top of the range of 60 days.*

## Appendix 9

### **Benefits which SPREP does not provide or are not specifically mentioned in Support Staff regulations. Some organizations in Samoa provide these benefits.**

Benefit	Details
Sports leave where employee participates as a Samoan National representative for a sports event.	The Samoan Public Service which collectively employs most workers (about 5,500) provides that in special circumstances, the HOD will grant special leave with or without pay. Circumstances such as national participation in sporting teams, graduation ceremony etc. In a survey of 20 other organizations (representing 1,480 employees) it was disclosed that 35% of them did provide this type of leave for up to 4 weeks and purely on a discretionary basis with special approval by the Manager.
Long service leave. It is understood that due to the contractual nature of SPREP employee conditions, this type of leave incentive is not required.	Some major organizations including the Public Service provide this benefit.
Retirement leave and resignation leave for employees who have completed 10 years or more of continuous service	Only the Public Service provides this type of leave.
Tax benefit for retiring allowance under Section 9 of the Income Tax Act 1974.	Provision is available under the tax laws of Samoa for taxation of only 5% of the specified sum of a retiring allowance under certain conditions even if the employee's age is below 55 years for males and 50 years for females. Because the criteria for qualification for this benefit is subject to the Tax Act and the Commissioner of Inland Revenue discretion, it is not practicable to include this in staff regulations. However it is worthwhile for SPREP exploring this option especially where the employee has reached retirement in accordance with the terms of the contract of employment or where employment has been terminated due to serious illness or permanent disability. No employers in Samoa specifically allow for this but some do negotiate successfully with the tax authorities (e.g. retirement in the case of illness) when the event does occur.

## APPENDIX 10

### **CUSTOMS CLERK POSITION – DUTIES AS GIVEN BY EMPLOYER MAY 17, 2004**

#### **Duties I've been doing for the past two years to date and not shown in my present Duty Statement:**

- Certify overtimes, annual/sick leaves of those staff under my supervision
  - Prepare/Certify Purchase Orders, Request for Payments, Petty Cash for relevant maintenance works
  - Obtain/Assess and recommend quotes for all maintenance quotes done by outside contractors
  - Ensure jobs meet requirements of the service agreement and raise/process/follow up relevant payments
  - Coordinate the planning and implementation of the work plan of the Maintenance Tradesman
  - Check/Certify invoices for EPC, water, spring waters supply, rubbish collecting by outside contractor, gasoline for all SPREP vehicles, cell Phones, security company, lawnmower company
  - Report on any damaged tools/assets and recommend possible placement
  - Prepare Annual Personal Evaluation Report of staff under my supervision
  - Report/Recommend Estimated Cost of proposed jobs to be included in Annual Budget
  - Assist with arrangements for SPREP Meetings and Workshops
2. As recommended by your company during the last review, SPREP need to review job titles to make it easier for your company to compare to the market.
3. In may case, I believe there is a need to have a serious look at my list of duties/responsibilities before considering a suitable title.
4. During my Annual Report Evaluation (refer attached copies) in the past few years, my superiors recommended some of the job titles i.e. Maintenance Supervisor, Administration Assistant and Property Services Officer for this position to at least reflect the range of duties and responsibilities carried out.
5. Finally, if no other suitable title, then I suggest to seriously consider the redesignation of this position to something like Shipping/Customs Officer instead of the current job title Customs Clerk, to at least reflect the reality and scope of work I'm doing.

Faamanu Fonoti  
Customs Clerk

**UNDP Salary Scale**  
**Apia, SAMOA**

General Service Category - Annual Salaries and Allowances  
(In Tala)\*  
Effective 1 March 2003

S T E P S

Equivalent SPREP Positions	Grades	Level	I	II	III	IV	V	VI	VII	VIII	IX	X	XI**
Maintenance Tradesman	1	(Gross Pens)	7719	8028	8337	8647	8956	9266	9576	9885	10194	10503	10813
Customs Clerk	2	(Gross Pens)	10115	10520	10924	11329	11735	12139	12544	12948	13353	13758	14162
Receptionist													
Driver/Clerk	3	(Gross Pens)	13251	13781	14310	14840	15370	15900	16429	16959	17489	18018	18549
Administration Assistant	4	(Gross Pens)	17359	18051	18743	19435	20127	20819	21512	22204	22896	23588	24280
Secretary	5	(Gross Pens)	22383	23277	24172	25066	25961	26855	27750	28644	29539	30434	31327
Programme Assistant													
Personal Assistant to the Director	6	(Gross Pens)	28875	30031	31187	32343	33500	34656	35811	36968	38124	39281	40436
Administration Officer	7	(Gross Pens)	36981	38456	39930	41404	42879	44353	45827	47303	48777	50251	51726

**SPREP positions with no equivalent in UNDP**

Personal Assistant to D/Director  
Assistant Accountant  
Assistant Librarian - UNDP Librarian is in Level 5  
Finance Officer  
Registry Clerk; Handyman  
Tea Person/Cleaner/Security - on a contract basis in UNDP

Property Services Officer; Registry Supervisor; Conference and Travel Officer in SPREP are a combined duties of an Operations Associate/Learning Manager in UNDP under Le

All gross salaries are tax exempt

APPENDIX 11-2

COMPARISON OF UNDP SALARIES NET OF TAX (ie, after tax) WITH SPREP - MAY 2004

Position		Min	Max
Maintenance Tradesman	UNDP	10115	14162
	SPREP	12520	18500
	SPREP	12800	20000
	before tax		
Customs Clerk	UNDP	10115	14162
	SPREP	8200	12520
	SPREP	8200	12800
	before tax		
Receptionist	UNDP	10115	14162
	SPREP	8200	12520
	SPREP	8200	12800
	before tax		
Driver/Clerk	UNDP	13251	18549
	SPREP	8200	12520
	SPREP	8200	12800
	before tax		
Administration Assistant	UNDP	17359	24280
	SPREP	12520	18500
	SPREP	12800	20000
	before tax		
Secretary	UNDP	22383	31327
	SPREP	17220	24606
	SPREP	18400	28600
	before tax		
Programme Assistant	UNDP	22383	31327
	SPREP	12520	18500
	SPREP	12800	20000
	before tax		
Personal Assistant to Director	UNDP	28875	40436
	SPREP	20914	30002
	SPREP	23400	36200
	before tax		
Administration Officer	UNDP	36981	51726
	SPREP	20914	30002
	SPREP	23400	36200
	before tax		

## Appendix 12-Comparable Public Service Positions

SPREP Position	SPREP salary scale Minimum \$pa	SPREP salary scale Maximum \$pa	Public Service Position	Public Service salary Minimum \$pa	Public Service salary Maximum \$pa
Biodiversity Support Officer	23,400	36,200	Ministry of Natural Resources & Environment Principal Mgt Officer	24,314	32,384
Administration Officer	23,400	36,200	Chief Admin Officer	21,715	23,663
Personal Assistant to Director	23,400	36,200	Personal Assistant to Director	19,684	21,207
Personal Assistant to Dep Director	23,400	36,200	Personal Assistant to Director –lowest step	12,616	19,176
Registry Supervisor	18,400	28,600	Registry Supervisor	12,616	17,148
Assistant Accountant	18,400	28,600	Project Accountants	19,684	21,207
Programme Assistants	18,400	28,600	Accountant-Missions	19,684	21,207
Conference & Travel Officer	18,400	28,600	Snr Development & Admin	17,655	19,176
Administrative Assistant	12,800	20,000	Administrative Assistant	12,616	15,412
Assist Librarian	12,800	20,000	Senior Library Assistant	5,400	8,880
Finance Officer	12,800	20,000	No comparable positions		
Registry Management Assistant	12,800	20,000	Senior Records clerk	6,518	10,449
Maintenance Tradesman	12,800	20,000	Ministry of Works-Foremen	10,810	12,255
Customs clerk	8,200	12,800	Snr Accounts clerk	6,518	10,449
Receptionist/fax operator	8,200	12,800	Shorthand typiste/Receptionist	5,400	6,276
Driver/clerk	8,200	12,800	Snr Driver	6,518	8,880
Records clerk	8,200	12,800	Snr Records clerk	6,518	10,449
Night watchman	5,200	8,200	Snr Security	6,518	7,485
Tea lady/cleaner/clerical assistant	5,200	8,200	Usually employed as casual wages or on a daily rate		
Grounds man	5,200	8,200		4,211	6,276



## PROPOSED NEW SALARY SCALES FOR SUPPORT STAFF

### Support Staff

CED Points		Samoan Tala per annum																										
		Minimum		Point 2		Point 3		Point 4		Point 5		Point 6		Point 7		Point 8		Maximum										
Grade	Minimum	Current	Proposed	%	Current	Proposed	%	Current	Proposed	%	Current	Proposed	%	Current	Proposed	%	Current	Proposed	%	Current	Proposed	%						
F3	240	23,400	25,000	7%	25,000	26,400	6%	26,600	27,800	5%	28,200	29,200	4%	29,800	30,600	3%	31,400	32,000	2%	33,000	33,400	1%	34,600	34,800	1%	36,200	36,200	0%
F2	220	18,400	19,176	4%	19,675	20,354	3%	20,950	21,532	3%	22,225	22,710	2%	23,500	23,888	2%	24,775	25,068	1%	26,050	26,244	1%	27,325	27,422	0%	28,600	28,600	0%
F1	200	12,800	15,552	22%	13,700	16,108	18%	14,600	16,864	14%	15,550	17,220	11%	16,400	17,776	8%	17,300	18,332	6%	18,200	18,888	4%	19,100	19,444	2%	20,000	20,000	0%
D/E	110	8,200	8,304	1%	8,775	8,866	1%	9,350	9,428	1%	9,925	9,990	1%	10,500	10,552	0%	11,075	11,114	0%	11,650	11,676	0%	12,225	12,238	0%	12,800	12,800	0%
B/C	60	5,200	5,544	7%	5,575	5,876	5%	5,950	6,206	4%	6,325	6,540	3%	6,700	6,872	3%	7,075	7,204	2%	7,450	7,536	1%	7,825	7,868	1%	8,200	8,200	0%
A	40																											

**Grade: Staff Position:**

- F3 Administration Officer; Personal Assistant to the Director, Personal Assistant to D/Director
- F2 Assistant Accountant; Property Services Officer; Registry Supervisor; Conference and Travel Officer; Secretary
- F1 Assistant Librarian; Administration Assistant; Finance Officer; Programme Assistant; Maintenance Tradesman;
- D/E Customs Clerk; Driver/Clerk; Registry Clerk; Handyman; Receptionist
- B/C Teaperson/Cleaner/Clerical Assistant; Nightwatchman/Security; Cleaner/Teaperson/Messenger; Groundsman/Gardener; Cleaner
- A [No staff positions in this Grade]



## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia  
13-16 September 2004

### Agenda Item 9: Recommendations of the Joint Task Force on SPREP Core Services and Budget

#### Purpose of Paper

1. To provide the SPREP Meeting with the main conclusions of the Joint Task Force on SPREP Core Services and Budget and to seek approval of these conclusions/recommendations.

#### Background

2. At the 14<sup>th</sup> SPREP Meeting (Apia, 8 – 12 September), the Secretariat proposed and the Meeting agreed, to the formation of a Joint Task Force (JTF) of SPREP members and the Secretariat “to agree on a clear definition of the core functions of the organisation” the outcome of which should result in “allowing the organization to put these functions on a more secure basis”. The Secretariat had raised this proposal in the context of the new SPREP strategic programmes and the 2004 work programme and budget, both adopted by the Meeting, and the occasional differences that arise from varying interpretations by the Secretariat and some members of the meaning of core functions set by the Financial Regulations that govern both the financial and budgetary administration of the Secretariat’s work.

3. For practical and cost effective reasons it was agreed that the core of the JTF be formed of those members represented in Apia – Australia, New Zealand, Samoa, Tokelau and the United States of America – plus representatives from American Samoa, Federated States of Micronesia, Fiji and Kiribati to provide a representative cross-section of membership views.

4. The JTF was accordingly convened by the Secretariat and took place at SPREP Headquarters, under the Chairmanship of Tokelau on 25 and 26 November 2003. All nominated members attended.

## JTF Report and Conclusions

5. The Terms of Reference, the Report and the Agenda for the JTF meeting are attached as background information (Attachments 1, 2 and 3 respectively).

6. The main conclusions and recommendations of the JTF are set out below for examination and endorsement. Implicit in the 14<sup>th</sup> SPREP Meeting decision on the JTF, the Secretariat has used the JTF conclusions on budget matters in formulating the 2005 Work Programme and Budget now before this meeting under a separate item. The Secretariat has also used the JTF conclusions on budget and finance to draw up revised Financial Regulations also before the Meeting for consideration and approval.

### “Main Conclusions of the Joint Task Force

- General agreement that current SPREP budget format presentation is too complicated and therefore not as clear or transparent as should be
- General agreement to simplify this for future reference
- Future budgets to comprise of a Core Fund Budget and a Programme Fund Budget
- The two to generally comprise the following\*:

#### CORE FUND BUDGET

#### PROGRAMME FUND BUDGET

#### Expenditure Composition

<ul style="list-style-type: none"> <li>• Executive management and support including executive management's role in:               <ul style="list-style-type: none"> <li>• regional coordination and international cooperation</li> <li>• donor liaison</li> <li>• consultation with members</li> </ul> </li> <li>• Servicing SPREP Meetings, and</li> <li>• Corporate services               <ul style="list-style-type: none"> <li>• translation/interpretation</li> <li>• library</li> <li>• publications and information</li> <li>• information and communications technology</li> <li>• property management</li> <li>• personnel administration</li> <li>• general administration</li> <li>• finance</li> </ul> </li> </ul>	<ol style="list-style-type: none"> <li>1. Island Ecosystems Programme Components:           <ul style="list-style-type: none"> <li>• Terrestrial Ecosystems management</li> <li>• Coastal and Marine Ecosystems Management</li> <li>• Species of special interest</li> <li>• People and institutions</li> </ul> </li> <li>2. Pacific Futures Programme Components:           <ul style="list-style-type: none"> <li>• MEA's and Regional Coordination</li> <li>• Environment monitoring and Reporting</li> <li>• Climate Change and atmosphere</li> <li>• Waste management and Pollution control</li> </ul> </li> <li>3.           <ul style="list-style-type: none"> <li>• International programme cooperation</li> <li>• Servicing COPs of Apia, Noumea and Waigani Conventions</li> <li>• Programme publications and information services</li> <li>• Programme support</li> </ul> </li> </ol>
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#### Income Sources

<ul style="list-style-type: none"> <li>• voluntary membership contribution</li> <li>• administration/management fees</li> <li>• miscellaneous income</li> <li>• other voluntary contributions</li> <li>• donor grants</li> </ul>	<ul style="list-style-type: none"> <li>• donor funding</li> <li>• additional voluntary members contributions</li> <li>• corporate sponsorship</li> </ul>
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\*As SPREP's work programme evolve and change in future years there would be flexibility for the SPREP Meeting to review and amend the above categorisation as appropriate.

- Agreeing to this two component budget and identification of services or functions particularly for funding from the Core Fund Budget is not with the intention of requiring any increase or decrease in members contributions which remain voluntary.
- Consequent to agreeing to a simpler two component Budget and the identification of the components of the Core Fund Budget, the JTF recommend that the current requirement in the Financial Regulations for a Budget in terms of Primary, Project Management and Project Implementation Functions be replaced to reflect its conclusions recorded in this summary.
- This would require the following key changes to the Financial Regulations:

### **Regulation 2**

#### Definitions

**Corporate Services** means translation and interpretation, library, publications and information, information and communications technology, property management, personnel administration, general administration and finance.

### **Regulation 3**

The Annual Budget Estimates will cover:

- (i) **Core Fund Budget** – Core Budget income and expenditure proposals covering Executive management and support including Executive management’s functions in Regional Coordination and International Cooperation, Donor Liaison and Consultation with Members; Servicing the SPREP Meeting and Corporate Services.
  - (ii) **Programme Fund Budget** – Programme funding and expenditure
- The above conclusions and recommendations of the JTF would require consequential amendments and changes to existing Regulations which the Secretariat will prepare for submission for consideration and approval of the next SPREP Meeting.
  - The Secretariat would use the above conclusions to guide its preparations of the 2005 Draft Budget for submission to the 2004 SPREP Meeting.
  - The JTF also noted with concern the serious situation with unpaid membership contributions, while noting the voluntary nature of these contributions and urged the SPREP Meeting and members to make these voluntary contributions in a timely way.”

### **Recommendation**

7. The Meeting is invited to:
  - **consider** and approve the conclusions of the JTF as presented under paragraph 6 above.

## Terms of Reference

With appropriate reference to the Basic Texts of the Organisation, work with the SPREP Secretariat to:

- (i) Define the Secretariat's:
    - a. Core business and services;
    - b. Other services;having regard to the references to 'Primary Functions', 'Project Management Functions' and 'Project Implementation Functions' as presented in the SPREP Financial Regulations;
  - (ii) Recommend variations to the above terms in the Financial Regulations, as may be needed and provide clear interpretations of their meanings for improved financial management and reporting, and budget presentation;
  - (iii) Describe Secretariat services that should be fully funded from Member contributions;
  - (iv) Review the structure, format, classification and presentation of the SPREP work programme and budget to provide for enhanced clarity and understanding members and implementation by the secretariat;
  - (v) On the basis of the foregoing, develop a strategy for expanding SPREP's financial support base with the objective of increasing the potential for long term financial security for the Organisation; and
  - (vi) Provide guidance to the Secretariat on any other matter related to these Terms of Reference
-



## **South Pacific Regional Environment Programme (SPREP)**

### **Joint Task Force on SPREP Core Functions and Budget**

SPREP Headquarters, Vailima, Apia, Samoa

25-26 November 2003

#### **1. Opening**

The Meeting was opened with a prayer. The Meeting considered the draft Agenda and agreed upon it, with a suggestion from the representative of the Federated States of Micronesia to adopt a flexible approach to the matters under discussion.

#### **2. Selection of Chairperson**

The Meeting selected the representative from Tokelau, Mr Falani Aukuso, as Chair.

#### **3. Working Arrangements and Procedures**

The Secretariat noted that the Task Force was regarded as a subcommittee of the SPREP Meeting and was guided by the rules of procedure of SPREP. Consequently the conduct of the meeting was by consensus and a report of the meeting was required to be submitted through the Chair to the SPREP Meeting.

The Secretariat briefly outlined the content of the documentation provided to representatives, which gave the background to the agenda points.

#### **4. SPREP's Core Services and Work Programme**

The Chair invited the Director to outline what he expected as an outcome of the Task Force. The Director encouraged the participants to use the lessons of the past to look forward to coordinate activities in all aspects of the environment, to provide members with technical assistance coordinated by the Secretariat and for the Members to gain assistance from the Secretariat in participating in international conventions.

The Director suggested that the core functions of the Secretariat should be directed to facilitating these activities. Its recent move to strategic programming would remove the short-term approach of project work. The Director noted that the forthcoming review of the Action Plan would influence SPREP's core functions, but he hoped that this meeting would agree on a definition of the core functions to allow the Secretariat to carry out its mandate. He also hoped for agreement on simplifying the budget process so that it would gain flexibility and become more useful. The Director hoped that the Task Force would also recommend clear guidelines on reporting, which would more clearly illustrate SPREP's impact at national and regional level.

The Chair drew the attention of the Task Force to the terms of reference set out by the 14th SPREP Meeting, and noted that the agenda reflected them. The representative of Australia suggested that the meeting particularly consider how the definitions of core functions fitted in with SPREP's strategic approach.

The Secretariat outlined the content of the background documentation, noting that the policies and procedures of the other agencies of CROP had been summarised to inform the discussions. Over the years there had been changes in SPREP and these had been reflected in the budgeting procedures, and each new Action Plan also influenced the budget formats. Efforts had been made to account for project administration and implementation, but it had become evident that a much simpler format of the budget was required. There was a need to produce a simpler and clearer budget that was transparent for the Members, the Secretariat and the stakeholders. All the CROP agencies employed much simpler budget presentation formats.

The Chair noted that the outcome of the agenda would be a report outlining procedures to accurately reflect the new programmatic approach that SPREP is taking forward, together with a much simpler budget process.

The Director noted that the report should include some detail of the discussions that led to the conclusions, to inform readers of the way that conclusions had been reached.

#### **4. (i) The composition of the core services of SPREP**

The Secretariat outlined the accepted definition of core functions as specified in the financial regulations. These were: management of the Secretariat and corporate services, personnel, information, publications, information technology, equipment and staff, general administration and financial services. Additionally, core functions as specified in the Financial Regulations definition included servicing of the SPREP Meeting, as well as acting as the secretariat of three conventions, the Apia, SPREP or Noumea and Waigani Conventions. Raising funds and donor liaison were considered as important core functions, as well as providing consultation and information to member countries.

The Secretariat posed the question whether SPREP should depend entirely on donors to fund programmes, or, as other CROP agencies were doing, gradually absorb at least token aspects of key or priority programmes into the core budget.

In response to a question of whether all personnel costs were part of core functions, the Secretariat noted that 21 out of a total of 71 approved positions, in Management, information technology, information resources centre, communications and finance, personnel, accounting and administration are financed from the core budget. Support staff for projects are funded from the project management fee.

The representative of Australia noted that moves towards a programmatic approach could indicate a simplified budgetary structure of programme and core funding. This would allow some existing core functions and staff to be financed from programme funds, leaving only very specific functions to be met under core funds, such as Management and the SPREP Meetings. Following this line of discussion, the representative of American Samoa noted that many staff have many different roles within the organisation. A consolidated programme approach would allow staff and other costs to be grouped under one heading, unless the individual donors required separate funding. The need for simplification was affirmed by the representative of New Zealand, noting that the strategic programmatic approach offered this opportunity.

The Director told the meeting that the definition of core functions is consistent throughout the CROP agencies. At SPREP, core functions means the promotion of core functions and the provision of support to the strategic programmes, together with capacity building and assistance to Member countries. Restrictions varied among donors as to what their contributions could be used for. Pooling contributions under a programme structure could avoid these restrictions, introducing flexibility and efficiency.

The representative of Samoa noted that there was still some complication in other CROP agencies' budget structures and agreed that SPREP should move ahead with a simplified approach that would introduce more clarity in its reporting.

The representative of American Samoa, with regard to the agenda point "Aspects of programmes", noted that project management could be regarded as an essential part of project implementation, supporting the clear distinction between core and programme. The representative of New Zealand then asked about project management fees. The Secretariat noted that the SPREP Meeting had set these at between 10 and 15%, but that some donors required lower rates, which had been negotiated individually by the Secretariat. She then invited further discussion of the servicing of the three Conventions. The Secretariat responded that this work was clearly regarded as a core function of the normal operation of the Secretariat. The Director observed that only six Members of SPREP were part of the Apia Convention, which raised the possibility of discussing whether that level of participation justified SPREP supporting the Convention, and others, as a core function. Servicing the three conventions raised the question of the affordability of such work.

The representative of Samoa observed that the SPREP core budget was very small in comparison to other CROP agencies, so that no additional activities could be accommodated as core. The representative of Australia noted that the programme approach would allow existing core functions, such as IT activities and recruiting, to be defined as programme activities. The representative of the USA highlighted the flexibility already inherent in its contribution and the representative of Fiji noted that this experience was reflected at the national level.

Discussion turned to the core budget, with participants noting that the task Force should not come to any conclusions that would mandate the Secretariat to go back to the SPREP Meeting to request an increase in core funding.



#### **4. (ii) Funding of core services**

Member contributions - The representative of the USA highlighted the voluntary nature of member contributions and cautioned against creating an expectation of a budgetary increase or an increase in voluntary contributions.

In response to a question about the use of Member contributions, and whether they could only be used for core functions, the Secretariat observed that existing contributions were not sufficient to meet the cost of the 21 core staff, without considering other activities. The representative of American Samoa noted that in many other agencies where funding was voluntary, satisfactory performance would usually maintain the flow of funds.

The Secretariat noted that no changes in staffing were anticipated in adopting the programmatic approach in the short term, but in the longer term it might allow some rationalisation and savings in costs and staff positions. The Director noted that the programmatic approach would be phased-in gradually and making the organisation more efficient by simplifying operations and approaches. Some management change would certainly be necessary in implementing the approach. The Director noted that professional assistance had been enlisted to assist the Secretariat in analysing the staff positions required to accomplish the tasks. The review of the Action Plan would also affect how the programmatic approach was implemented. Overall the approach was envisioned to streamline operations, with consequent cost savings due to achieved efficiency.

#### **4. (iii) Need for separate core budget and work programme budget**

The Chair noted that several contributions had already been made in support of this topic and the meeting had no further comments.

#### **4. (iv) Funding of work programme budget**

- donor funds
- member voluntary contributions
- corporate sponsorship.

The Secretariat addressed the topic of corporate sponsorship, noting that some efforts had been made to locate funds from the corporate area. The SPREP Meeting had endorsed this approach with the caution that any corporate sponsorship would not introduce a conflict of interest or compromise the mission of SPREP. The meeting also discussed the issue of revenue generation, noting that an expansion of the role of technical advisor might allow SPREP to seek to recover some costs, with a differentiation to what degree of cost recovery might be made. This might have the result of reducing the work load and number of requests of assistance to the Secretariat, as well as determining what value Members attached to the Secretariat's efforts. The Secretariat noted that recently it had charged consultancy fees for two SPREP staff to assist in a meeting sponsored by a major international donor.

The Director noted that he had had informal discussions with Taiwan about funding since SPREP is the only CROP agency that has not received any funds from Taiwan to date. SPREP had never requested funding from Taiwan, which was done through the Forum Secretariat. However, Taiwan had indicated that it would be receptive to any such request. He was also investigating other areas of funding, especially in private sector in the United States. He noted that the major non-governmental organisations in the region had reached agreement amongst themselves for a concerted approach to funding. He had also received official requests to visit France, Japan and the People's Republic of China, which might lead to further funding avenues. He noted that strengthening the management of the organisation would increase the confidence of present and new donors in SPREP.

The representative of New Zealand noted that the Resourcing Strategy that had been adopted by the 14<sup>th</sup> SPREP Meeting was already a useful indicator of avenues of funding.

The meeting then discussed whether revenue raising and donor liaison were a part of core functions. One view was that donor liaison was not a core function because donors do not contribute to the whole programme. However a donor liaison position was already in the unsecured core budget but it had never been funded. Up to now, no concerted management effort has been made towards donor liaison, although individual coordinators and staff made ad hoc efforts. Such activities could well be part of core functions but did not justify a dedicated position at the moment. It could be more of a diffuse, team effort, especially amongst senior management.

The meeting agreed that donor liaison should be included as a core function, under the responsibility of senior management.

The meeting discussed a summary table of core functions that had been produced by the Secretariat during the lunch break, and the agreed text is included as Annex 1.

#### **4. (v) Need for changes in the financial regulations**

- definitions
- budget structure

The Chair noted that several comments already referred to this agenda item. Because this was a very technical matter, it was suggested that the Secretariat be tasked with preparing a detailed proposal for changes in financial regulations, in line with the recommendations of the Task Force and move towards the programmatic structure. The meeting agreed that "reporting requirements" should be included as an element in this item. The Representative of the USA suggested that in reformulating reporting requirements that all income and sources of income be reported.

The Secretariat agreed to prepare a detailed submission for Task Force members to consider.

**5. Other matters**

- financial/audit
- administration/recruitment

The Secretariat explained that these items had been included in the Agenda of the Task Force, as they had been mentioned at the recent SPREP Meeting of Officials. In particular, the auditors had suggested that the presentation of donor funds be entered in the balance sheet rather than in the income/expenditure statements, even though this was mandated by the financial regulations. Such an action would hinder detailed examination of the expenditure of the funds.

The Secretariat had also been requested by the SPREP Meeting to make observations and suggestions on Regulation 11 in the Staff Regulations with regards to the Director's powers to make appointments.

The meeting discussed these two issues, observing that the auditors had noted the difficulties in tracing the allocation of funds and linking them to the impact their use had had. The Director noted that with care this could be done. However, since some concerns had been expressed about the use and handling of funds, this matter had been included for discussion.

The Secretariat explained that the Director's powers to make appointments were circumscribed by the Staff Regulations, then the Secretariat detailed the recruitment procedures that were followed in terms of advertising, shortlisting candidates, constitution of interview panels and recommendations for appointment. The Representative of New Zealand noted that there were no details of selection procedures specified in the Regulation, adding that these would make the process more transparent. In response to a further question, the Secretariat explained the reasoning and implementation of the "Six-year Rule", where staff members who had already completed six years' employment with SPREP could re-apply for their position at the end of their second contract. This ensured an adequate turnover of staff but also allowed some continuity of knowledge, expertise and experience to be retained within the organisation. When staff who had already served 6 years are successful in retaining their position for a third term, management had determined that in the spirit and intention of the six year rule this would be the final term in SPREP.

The Chair invited the Secretariat to submit some detailed rewording of the regulation for the Task Force to consider, then asked for further comments from the floor about the audit procedure.

The representative of American Samoa observed that perhaps the auditor needs to know more about the procedures of the organisation and this would facilitate the process of reporting to the SPREP Meeting. The Secretariat observed that the situation was based on a misunderstanding; the auditor himself was not meant to make the presentation to the 14th SPREP Meeting and was unprepared for it. Hence he had made some statements that were not fully accurate. In particular his comments on the treatment of work programme income and expenditure. However, since these funds represented 80% of the income of the organisation and the majority of its activities, it was essential that the expenditure of these funds be reported on in detail through the work programme and budget. This also was prescribed in the financial regulations.

The representative of Samoa brought the attention of the meeting to regulation 14 about advances and loans, and suggested that some more detailed guidelines on borrowing might be presented. The Secretariat agreed to undertake this task for presentation to the 15<sup>th</sup> SPREP Meeting and noted further that the provision of using funds from the capital fund to meet a short-term cash flow shortage existed but has never been used.

In response to a further question, about a reference to section 11 of the Auditors Management Letter, the Secretariat stated that Management would give due consideration to the auditors comments and the need to adjust current depreciation policy and its effect on the financial statements of the organization and adopt appropriate action.

On reflection, the Task Force found no grounds to question the audit procedures nor the ability of the Secretariat to follow these procedures.

In response to a query from the representative of the Federated States of Micronesia on the Work Programme and Budget Sub Committee, the Secretariat explained that this was inserted into the Financial Regulations at the time the SPREP Meeting had met every two years and the Work Programme and Budget Sub Committee then met in the years that the SPREP Meeting did not sit to examine and adopt a Work Programme and Budget. The representative of FSM, then suggested that either this sub committee is removed from the Financial Regulations if it is no longer required or the SPREP Meeting could decide to use this to review Work Programme and Budgets just prior to SPREP Meetings.

The Director mentioned the possibility of multiyear budget agreements, similar to those that Australia and New Zealand had signed with the Pacific Community. Such agreements were a much better way for funding an organisation as they conferred flexibility and longer-term planning. The representative of American Samoa mentioned that his agency had recently instituted a 2-yearly work programme and noted to the SPREP Secretariat such an innovation is efficient and promotes a more productive programme effort.

### **Conclusions**

The main conclusions and recommendations of the JTF is contained and summarized in the Attachment.

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## South Pacific Regional Environment Programme (SPREP)

### Joint Task Force on SPREP Core Functions and Budget

25 - 28 November 2003  
SPREP Headquarters, Vailima  
Apia, Samoa

#### Suggested Draft Agenda

1. Opening
  2. Selection of Chairperson
  3. Working arrangements and procedures
  4. SPREP's Core Services and Work programme
    - (i) The composition of the core services of SPREP
      - corporate/administrative
      - aspects of programmes
    - (ii) Funding of core services
      - Voluntary member contributions
      - administration/management fees
      - miscellaneous sources
      - other voluntary contributions
      - donor grants
    - (iii) Need for separate core budget and work programme budget
    - (iv) Funding of work programme budget
      - donor funds
      - members voluntary contributions
      - corporate sponsorship
    - (v) Need for changes to Financial Regulations
      - on definitions
      - budget structure
      - reporting requirements
  5. Other matters
    - Financial/Audit
    - Administration/Recruitment
  6. Next Meeting (if any)
  7. Adoption of Report
-



## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia

13-16 September 2004

### Agenda Item 11.1.1: Regional Support Mechanism For National Capacity Self-Assessments

#### Purpose of Paper

1. To seek consideration and endorsement of the Meeting for the approach taken by the Secretariat to establish and coordinate a Regional Support Mechanism for Pacific island countries (PICs) to complete and implement their National Capacity Self Assessments (NCSA).

#### Background

2. The NCSA is a process-oriented programme of the Global Environment Facility (GEF) that intends to have countries assess their own capacities to deal with the implementation of objectives of the three Rio Conventions. These are: the United Nations Framework Convention on Climate Change (UNFCCC); the Convention on Biological Diversity (CBD) and the UN Convention on Combating Desertification (UNCCD). The NCSA is designed to be a nationally owned and led, participatory and consultative process of self-assessment at the individual, institutional levels.

3. The initiative will see the production of National Capacity Needs Assessment Reports and Capacity Development Action Plans in each participating country. The NCSA was launched in September 2001 as a means for future GEF assistance to be better tailored to specific country needs and circumstances. Some PICs are now beginning to obtain resources for the commencement of their NCSAs, while others are still finalizing their funding proposals.

4. The overall rationale for the Pacific Regional NCSA Support Mechanism is to provide to countries a means for technical and advisory backstopping to enable them to implement and complete their NCSA projects within the given timeframes.. This mechanism should ensure the best possible support, resources and guidance available from a wide range of partners that have experience with capacity assessment and capacity development issues. The support mechanism will assist with technical backstopping, training and use of a range of assessment methodologies and tools.

5. A number of organizations and countries have been involved with the development of a Regional Support Mechanism Proposal which was first discussed by SPREP Members attending the meeting on Multi-Lateral Environmental Agreements at Nadi in April 2004. Further information on the Regional Support Mechanism is presented in Attachment 1. It needs noting that a number of partners have begun seeking resources to assist countries implement the NCSA. The support mechanism is to be coordinated by SPREP within the framework of the WSSD Type II Umbrella Initiative on Capacity Building for Environmental Management and Sustainable Development.

#### **Recommendation**

6. The Meeting is invited to:
- **consider** and **endorse** the approach taken by the Secretariat to coordinate the Regional Support Mechanism aimed at assisting PICs implement and complete their National Capacity Self Assessments detailed in Attachment 1.

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08 July 2004

## Proposal Outline

### Regional Support Mechanism to assist SPREP Members implement their National Capacity Self-Assessments

#### Background

The over-riding objective of each National Capacity Self Assessment (NCSA) is to identify and analyze country level priorities and needs for capacity development related to the implementation of the 3 Rio Conventions, the UNFCCC, CBD and UNCCD. Countries eligible to access GEF funding for the NCSA are entitled to seek up to USD 225,000 for planning and implementation activities. The NCSA process and outputs can also catalyse both domestic and external support for meeting identified needs and priorities in a planned and coordinated manner. Hence, the NCSA can also form a basis for mobilising new and additional resources and for improving environmental and natural resource management. Resources may be both financial and non-financial. They may originate from inside the country, from the international community, or from the GEF.

The GEF NCSA Guideline identifies a series of outputs that each NCSA should deliver. They include:

- A stocktake of previous and ongoing activities related to capacity building;
- An account of the process by which the NCSA was prepared;
- A description/inventory of capacity building needs in the three thematic areas;
- An identification of cross-cutting issues and synergies, and;
- (optional) A plan of action to meet the prioritised needs and a mechanism for monitoring and evaluating the progress made in meeting those needs.

The Regional Support Mechanism is aimed at assisting countries implement their NCSA's and achieving the above stated outputs.

#### Regional Support Mechanism

A Regional Support Mechanism aimed at assisting countries in the speedy and effective conduct of their NCSAs has been proposed to Members. The support mechanism will be coordinated by SPREP, but include a number of regional and international partners, that can be called upon to assist where necessary. The support mechanism can also enable countries to prepare for parallel and follow-up programmes and activities that are expected to commence over the same period or as an outcome of the NCSAs. These will include projects initiated through the Global Environment Facility (GEF) or through other funding sources, including bilateral donors, and international and regional organizations.



## Partners

The main partners to be involved in the support mechanism are the 14 Pacific Island Countries eligible for GEF funding, CROP agencies, United Nations Development Programme (UNDP), United Nations University (UNU), Convention Secretariats, Department of Environment and Heritage of the Government of Australia and various other national, regional and international organizations.

## Benefits to Members

Members will be expected to benefit from this support mechanism through:

- i) The development of a pool of resource people and experts at the national level, equipped with the knowledge, skills and tools to support their governments implement, monitor and evaluate the NCSA process and other related assessments in the future. This will be achieved through training provided to national experts and resource persons to assist with coordinating the NCSA and facilitating the process and the various activities involved. The pool of expertise developed in the countries can also be used for further monitoring and evaluation work and can assist governments develop GEF proposals for capacity building projects and programmes.
- ii) Having access to appropriate and ready-to-use tools developed specifically to support the various activities and assessments required throughout the NCSA. The tools will be introduced during the training activities and further explained through on-going advice and support. Annex 1 provides a brief description of likely tools to be developed in collusion with particular country needs.
- iii) Awareness of and access to appropriate information and support services available on a timely basis by various partners.
- iv) Being able to link the NCSA with the range of assessments, monitoring & reporting requirements, regional and national strategies and action plans required under the different multilateral environment agreements (MEAs), the WSSD and now the BPOA+10 preparation process. Efforts will be made to strategically use the NCSA to assist in mainstreaming environmental dimensions in countries' National Sustainable Development Strategies (NSDSs) required by 2005 and to consolidate various MEA plans and strategies into a manageable package.
- v) Strengthened links and cooperation with and between various partner organizations working in the Pacific, giving preference in the first instance to capacity support from regional based stakeholders.

- vi) Country officials and experts having a better understanding of the UN Conventions covered in the NCSA, and the short to longer term capacities required to implement and comply with these conventions.
- vii) Partner stakeholders having a better understanding of the status of institutional, human resources, information and infrastructure capacity needs of countries, and being more receptive to nurtured responses within the timeframes suited to Pacific SIDS.
- viii) Completion of the NCSA within the required timeframes and countries in a position to submit proposals to the GEF to address priority capacity building needs.

### **Coordination of partnerships**

The partnership support mechanism will primarily be an initiative under the Pacific Type II Umbrella Initiative on Capacity Building, approved by Pacific Island leaders. There will be linkages to the following Type II Initiatives:

- Mainstreaming Nature Conservation and Traditional Knowledge (to address the CBD);
- Land Resources (to address the UNCCD);
- Adaptation to Climate Change (UNFCCC);
- Vulnerability Reduction (UNFCC and the wider ambit of vulnerability);
- Planning for Sustainable Community Lifestyles (as it contends with growing calls for community development frameworks to address cross-sectoral and implementation issues)

The partnership mechanism will comprise three main components through which various forms of assistance will be made available and provided to countries to enable them to plan and implement the NCSA's. These include:

- 1) The NCSA Pacific Toolkit
- 2) NCSA training activities for country personnel
- 3) Backstopping services

It is intended that each partner organization will designate a primary contact person to which countries can channel requests. These will be responsible for disseminating information, organizing a response, reporting and maintaining links with other partners in the Support Mechanism on behalf of their organizations or countries. At the country level the NCSA coordinating committee will be asked for their 'Contact Point' to ensure that there is coordinated and consistent liaison and action.

## Main components of the Support Mechanism

### Training of country personnel

It is anticipated that a cross-agency coordination committee be used to coordinate efforts for the NCSA, with day-to-day management by a government agency and that those involved in the committee or the responsible agency have a good understanding of the NCSA process. They will also need to be familiar with the range of methodologies and tools available for use and how the intended outputs can be achieved and documented. It is therefore proposed that up to two people attend two training activities during the NCSA period. This will also enable the development of an inter-country support network where countries are able to share experiences that will assist with completing the NCSA.

### The NCSA Pacific Toolkit

The NCSA toolbox will be composed of simple but encompassing guidelines and templates that countries can follow or adapt for use in the course of their NCSAs. It follows the steps outlined in the GEF guidelines with the addition of the more practical Pacific context necessary for effective assessments.

The NCSA Pacific Toolkit shall be a 'living' product in that it will be open for continued update and improvement. The guidelines will be developed by partner organizations, as the working of the support mechanism progresses and be made available during the training activities. Countries will have the option of choosing and using the tools as and when needed.

### Backstopping services

The range of backstopping services that can be provided include: provision of information; networking and e-mail support; web-based internet discussion board; advice from resource personnel and in-country assistance during national workshops, consultation activities, as well as assistance with report compilation etc.

### Indicative timetable

June – Aug 2004	Development of NCSA inception and consultation with partner organization and countries.
Sep 2004	Endorsement of the Regional Support Mechanism
October 2004	Begin implementation of Regional Support Mechanism
Dec 2004	First NCSA training activity
Jan 2005 – Jun 2006	Implementation of NCSA by most countries
Feb 2006	Second NCSA training activity
Jun 2006	Most countries complete NCSA
Dec 2006	Regional Support Mechanism ends.

## **Indicative costs and cost-sharing mechanism**

Each country undertaking the NCSA is entitled to funding assistance from GEF totaling USD 225,000.

Partner organizations involved with the Support Mechanism have secured or are seeking complementary resources to assist with the provision of services.

It is important to note that the costs related to various activities linked to the NCSA Support Mechanism will need to be borne by countries as well as partner organizations depending on priorities, needs and available resources.

Indicative costs pertaining to the potential services that can be provided through the Support Mechanism are outlined in a detailed proposal sent to countries by the Secretariat. Countries will be able to confirm the services they need and the activities they wish to be involved in.

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## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia  
13-16 September 2004

### Agenda Item 11.2.1: Pacific Islands Environment Outlook 2004

#### Purpose of Paper

1. To inform the Meeting of developments in developing the Pacific Islands Environment Outlook, 2004 (PIEO 2004).

#### Background

2. SPREP's charter includes, inter alia, the need to provide assistance in order to:
  - b) *"monitor(ing) and assess(ing) the state of the environment in the region including the impacts of human activities on the ecosystems of the region..."* [SPREP Agreement 1993]
3. SPREP has continued working on state of the environment (SOE) with national and international stakeholders, though its Environmental Monitoring and Reporting programme component of the Sustainable Economic Development Division.
4. The first Pacific Islands Environment Outlook was produced by SPREP in 1999, sponsored by the UNEP Division of Early Warning and Assessment (UN-DEWA) and the European Union.
5. The production of the PIEO 2004, has been aligned with the regional sustainable development coordination work for World Summit on Sustainable Development (WSSD), and now the preparations for the BPOA+10. This is consistent with the Project proposal for WSSD (2001) and Barbados Programme of Action ten year Review (BPOA+10) preparations (2002). A copy of the PIEO 2004 will be circulated as an information paper.
6. SPREP in submissions to the UNEP Governing Council 2003, argued the need for:
  - future UNEP sponsored SOE efforts to target national capacity development;
  - generation of the PIEO 2004 to be done in unison with preparations for BPOA+10.

7. UNEP Regional office for Asia Pacific (UN-ROAP) presented to this affect at the BPOA+10 Pacific Regional Preparatory Meeting, 4-8 August 2003. While the production of this latest PIEO has not directly facilitated national SOE capacity development, it has assisted the region in aggregating anecdotal, textual and tabular data to highlight capacity shortfalls, in respect of data gaps, ability to monitor and policy directions. This will enable the good inception of regional facilitation of national capacity development for SOE intended to commence in late 2004.
8. The PIEO 2004 has been generated using the Pacific Regional Synopsis on Sustainable Development (SPREP, 2002), the Pacific Regional Assessment on Sustainable Development (SPREP 2004), the Pacific Position for BPOA+10 (SPREP 2004) and Country National Assessment Reports to the WSSD and now BPOA+10. A first draft was circulated to Pacific delegates at the SIDS Inter-regional Preparatory Meeting for the BPOA+10, Bahamas, January 2004.
9. The PIEO 2004 will be released at the International Meeting in Mauritius (BPOA+10), January 2005. It presents a review of environmental trends over the last decade, and the key pressures or socio-economic driving forces on ecological systems. It also considers cross cutting issues and implementation matters. Consistent with the ambitions of the Johannesburg Plan of Implementation (JPOI) and the preparations for BPOA+10, the PIEO 2004 concentrates on the implementation mechanisms required to move forward on environmental management for sustainable development. It therefore represents a comprehensive evaluation of the environment pillar of sustainable development. It also links to the social and economic dimensions.
10. The PIEO 2004 will therefore be a useful reference for regional and national environmental assessment, policy development and response programming.
11. The PIEO 2004, will support the environmental planning and management dimensions of the eventual Pacific Regional Sustainable Development Strategy (Pacific RSDS).

### **Recommendation**

12. The Meeting is invited to:
- **consider** the draft PIEO, 2004 and comment as necessary; and
  - **support** the production of the PIEO 2004 as a key reference document for regional sustainable development policy, focussing on the environmental pillar.



## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia

13-16 September 2004

### Agenda Item 11.2.2: Climate Change, Climate Variability and Sea Level Rise

#### Purpose of Paper

1. To inform the Meeting of the status of the climate related programmes in SPREP and to seek endorsement for the matters proposed in the recommendations.

#### Background

##### *Climate Research*

2. The Pacific Island Global Climate Observing System programme commenced in January 2004. The aim of the programme is to strengthen the capacity of SPREP Pacific island members with the collection, exchange and use of environmental data to address climate related issues. The programme is funded by the United States National Oceanic and Atmospheric Administration (NOAA) and also works closely with national meteorological services in collaboration with the World Meteorological Organisation Sub Regional Office (based in SPREP) to implement projects supporting national climate systems.

##### *Adaptation to the Impacts of Climate Change*

3. The Canadian International Development Agency (CIDA) funded adaptation project (CBDAMPIC) executed by SPREP was a 'first' in the region to pilot adaptation implementation at the community level. The project concludes in March 2005 with no provision for extension either in the four participating countries or to other Pacific island countries (PICs). This is largely a policy shift by the Government of Canada affecting all Canadian funded projects in the region.

4. Australia's USD\$2 million adaptation pilot initiative will focus on activities related to physical adaptation to climate change as requested by PICs. The pilot will involve a design and planning phase followed by implementation. The Secretariat and SOPAC will be involved in this initiative.

5. In addition, a full project proposal for a USD\$5million GEF/UNDP Capacity Building Pacific Islands Adaptation to Climate Change Project is under development similar to the Mainstreaming Adaptation to Climate Change initiative approved for the Caribbean. The intention is to put this proposal through the GEF pipeline.

### ***Mitigation***

6. SPREP executed the GEF/UNDP-funded Pacific Islands Renewable Energy Project (PIREP) because of its climate change mitigation nature. In the 2001 Pacific Islands Forum, Leaders called for further commitments to reduce greenhouse gas (GHG) emissions in the future and highlighted the importance that Forum members place on domestic action to reduce emissions. The Forum of 2003 welcomed the PIREP as the current regional effort to promote the widespread use of feasible renewable energy technologies in order to reduce GHG emissions.

7. The PIREP is an 18 months-long project to design barrier removal interventions to reduce GHG emissions. The current phase of the PIREP was planned to come to an end in November 2004. The programme will benefit from an early approval of the next phase of the PIREP (planned to be called the Pacific Islands Greenhouse Gas Abatement through Renewable Energy Programme – PIGGAREP) to sustain ongoing work in this area

### ***Ozone Depletion Substances Project***

8. Support to SPREP members has included institutional strengthening, technical assistance for refrigeration technicians and with drafting national ozone depleting substances (ODS) regulations. In December 2003 the Cook Islands and Niue also ratified the relevant global instruments (Montreal Protocol and all amendments) enabling their participation in this project that is funded by United Nations Environment Programme (UNEP) Multilateral Fund Secretariat including the Government of Australia's contribution. Of utmost importance is the approval of ODS regulations for restricting the import of ozone-depleting substances, by SPREP members. Progress in this area is relatively slow for most participating countries. Once approved, this would enable the establishment of more specific controls such as: licensing and monitoring systems, training of customs officials on the monitor and control of imports, introducing tax incentives to promote the use of substitutes and alternative technologies, banning new installations and equipment using controlled substances, and banning imports of ODS with the exception of those for "essential uses".



9. At the completion of the current project in 2005, SPREP intends to implement a regional clean up programme from 2006 – 2010 on the removal of waste ozone-depleting substances. SPREP has been promoting this initiative with UNEP, Australia, and possible stakeholders and the status is that proposals have been developed and affirmative responses received. However, implicit in this initiative is the approval of national controls (ODS regulations) in each participating country as this would form the legal basis of the regional clean up programme. A concept paper on this initiative is available as an information paper.

### ***Policy***

10. In 2003 the Forum Leaders Meeting agreed to establish an Ad Hoc Working group to revise the Pacific Islands Regional Framework for Action on Climate Change, Climate Variability and Sea Level Rise 2000-2004. The Secretariat prepared a revised draft that was presented for discussion at the Ad Hoc meeting in June 2004. This paper was also widely circulated for comment and input. At the Ad Hoc Meeting, the working group recommended that the framework be further revised for presentation to the next Climate Roundtable Meeting to be convened by the SPREP Secretariat in 2005.

11. Under the United Nations Framework Convention on Climate Change, all Parties are required to report on how they have met the objectives of the convention through a national communication. The Secretariat presented countries with a proposal on how it would support countries with their second national communications. The proposal was discussed and approved by a number countries in a regional workshop in July 2004.

12. The Secretariat will also convene a workshop on technology transfer and the Clean Development Mechanism in October as well as seek funding for a preparatory workshop for the 10<sup>th</sup> Conference of the Parties in Argentina December 6-17<sup>th</sup>.

### **Recommendations**

13. The Meeting is invited to:

- **endorse** the approach taken by the Secretariat to address greenhouse gas mitigation;
- **endorse** the approach made by the Secretariat in support of assisting Pacific Island Countries with Second National Communications,
- **strongly encourage** participating countries to approve ODS regulations; and
- **endorse** the initiative taken by the Secretariat to address waste ozone depleting substances.



## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia  
13-16 September 2004

### Agenda Item 11.3: Proposed Work Programme and Budget for 2005 and Indicative budgets for 2006 and 2007

#### Purpose of Paper

1. To seek the Meeting's approval of the Work Programme and Budget.

#### Recommendation

2. The Meeting is invited to:
    - **consider** the Work Programme and Budget for 2005 and Indicative Budgets for 2006 and 2007; and
    - **approve** the 2005 Work Programme and Budget.
- 

21 July 2004



## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia

13-16 September 2004

### Agenda Item 12.1: Proposed Name Change For SPREP

#### Purpose of Paper

1. To seek the SPREP Meeting's agreement to Samoa's formal proposal circulated to all SPREP members on 23 February 2004 on changing the name of the SPREP Organization and Secretariat.

#### Background

2. On the initiative of Guam, the 13<sup>th</sup> SPREP Meeting held in Majuro, Republic of Marshall Islands in July 2002, agreed with the principle of changing the name of the organization to be more reflective of the spread of its membership both north and south of the equator. The Secretariat was then asked to provide "a paper to the 14<sup>th</sup> SPREP Meeting proposing a suitable new name for the organization together with its implications and bearing in mind the retention of the SPREP acronym".

3. The Secretariat accordingly tabled a working paper (14SM/Officials/WP.9.3) at the 14<sup>th</sup> SPREP Meeting held in Apia from 8 – 12 September 2003. In the paper, the Secretariat proposed 3 alternatives for a new name for the organization and the Secretariat respectively for the consideration and selection by the Meeting and suggested that the new name be brought into effect by Resolution of the SPREP Meeting and that the necessary legal procedures for amending the SPREP Agreement be deferred to an opportune time in the future.

4. In the discussions at both the Officials and Ministerial Meetings, the Members agreed that the new name for the Organisation be the **Pacific Regional Environment Programme (SPREP)** and the Secretariat be the **Secretariat for the Pacific Regional Environment Programme (SPREP)**.

5. In respect, however, to the bringing of the new names into effect, the officials deferred this to the Ministerial session that followed the Officials meeting. The Ministers endorsed the name changes to the Organisation and Secretariat agreed to by the Officials and a proposal by the Government of the United States of America that the relevant provisions of Article 11 of the SPREP Agreement on proposed amendments (Appended as Annex 1) be observed but that the new names be used unofficially after the next SPREP Meeting has officially endorsed them.

6. In this connection, the Government of Samoa formally offered to initiate the formal amendment procedure required under Article 11(1) of the Agreement and submitted to the Secretariat a proposed text appended as Attachment 2. The proposed amendments by Samoa was transmitted to Parties and members for consideration by official circular on 23 February 2004. A list of the current Parties to the SPREP Agreement prepared by the Depository (Samoa) is attached as Attachment 3.

### **Required Action**

7. Paragraph 2 of Article 11 requires that “an amendment be adopted at a SPREP Meeting by consensus of all Parties attending the SPREP Meeting and shall enter into force thirty (30) days after the receipt by the Depository of instruments of ratification, acceptance or approval of that amendment by all Parties”. The latter part of this paragraph notwithstanding, as stated in paragraph 5, the Ministerial meeting last year agreed that once the SPREP Meeting formally adopts by consensus the already agreed name changes, these could then be used unofficially pending the completion of formal procedures.

### **Recommendation**

8. The Meeting is invited to:
- **consider** and formally **adopt** by consensus of all Parties attending the SPREP Meeting the proposed name changes and immediately thereafter be able to use the new names.

## **Article 11**

### **Amendment and Withdrawal**

1. Any Party may propose amendments to this Agreement for consideration by the SPREP Meeting. The text of any amendment shall be circulated to Members no less than six months in advance of the meeting at which it is to be considered.
2. An amendment shall be adopted at a SPREP Meeting by consensus of all parties attending the SPREP Meeting and shall enter into force thirty days after the receipt by the Depository of instruments of ratification, acceptance or approval of that amendment by all Parties.



Government of Samoa  
MINISTRY OF FOREIGN AFFAIRS AND TRADE

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Your Ref:

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Please address all correspondences to  
the Secretary for Foreign Affairs and Trade

9 February 2004

The Director  
South Pacific Regional Environment Programme  
Apia

Dear Sir,

Proposed Name Change for SPREP

As a follow up to the discussions at the SPREP Ministerial Meeting last year regarding the name change for SPREP, the Government of Samoa would like to submit the following proposal to initiate the process for amendment of the Agreement Establishing SPREP:

- that Article 1 paragraph 1 of the Agreement establishing the South Pacific Regional Environment Programme (SPREP) be amended to read as follows:

" 1.The Pacific Regional Environment Programme (hereinafter referred to as SPREP) is hereby established as an intergovernmental organisation."

- that Article 1 paragraph 2 of the Agreement Establishing the South Pacific Regional Environment Programme (SPREP) be amended to read as follows"

" 2. The organs of SPREP are the SPREP Meeting and the Secretariat for the Pacific Regional Environment Programme (also to be known as SPREP)."

We would appreciate it if the above amendments are brought to the attention of members before the next ministerial meeting in September.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'T. Toomata'.

T. Toomata  
CEO, Foreign Affairs & Trade

## AGREEMENT ESTABLISHING THE SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME (SPREP)

### Status Ratification of the Agreement

The SPREP Agreement came into force on 31<sup>st</sup> August 1995 after the deposit of the tenth Instrument of Ratification with the Government of Samoa as the Depository of the Agreement.

As of 11 May 2004, fifteen (15) countries are party to the Agreement, having so ratified the Agreement, and that no reservations or declarations were made by the signatories or Parties to the Agreement.

Country	Signature	Ratification/Accession (A)	Entry into force
Australia	21 September 1993	17 October 1994	31 August 1995
Cook Islands	~	(A) 30 August 1995	30 September 1995
Federated States of Micronesia	10 August 1993	19 January 1995	31 August 1995
Fiji	16 June 1993	12 October 1993	31 August 1995
France	16 June 1993	11 July 1996	11 August 1996
Kiribati	16 June 1993	16 August 1994	31 August 1995
Marshall Islands	16 June 1993	(A) 4 February 2003	6 March 2003
Nauru	16 June 1993	16 March 1994	31 August 1995
New Zealand	10 August 1993	16 December 1993	31 August 1995
Niue	16 June 1993	31 July 1995	31 August 1995
Palau	~		
Papua New Guinea	29 September 1993	7 November 1994	31 August 1995
Samoa	16 June 1993	16 September 1993	31 August 1995
Solomon Islands	16 June 1993	7 March 1996	7 April 1996
Tonga	~	(A) 15 September 1995	16 October 1995
Tuvalu	16 June 1993	17 November 1994	31 August 1995
United Kingdom	16 June 1993		
United States of America	16 June 1993		
Vanuatu	16 June 1993		

Apia, 11 May 2004



## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia

13-16 September 2004

### Agenda Item 12.2: Process for Recruitment of Director

#### Purpose of Paper

1. To inform the SPREP Meeting of relevant procedures in the agreed process of recruitment of the post of Director and seek a decision on the composition of a Selection Advisory Committee and approval of a duty statement and post requirements for advertising the post.

#### Background

2. The recruitment of the post of Director of SPREP is governed by the agreed Rules of Procedure for Appointment of Director (Attachment 2). The process of recruitment revolves around a Selection Advisory Committee (SAC) and its chairperson who is also the current chairperson of the SPREP Meeting (refer Rules 3 and 4 respectively).

3. The incumbent Director took office in January 2003 for an initial term of 3 years which will expire in January 2006. Rule 8 makes provision for the incumbent to "seek reappointment through application for a further period of 3 years". A decision either to reappoint the incumbent (if he seeks a second term) or to make a new appointment should therefore be made by the 2005 SPREP Meeting. This would mean that the recruitment process, in accordance with the Rules of Procedure would have to be initiated by the SAC and its chair well ahead of the 2005 Meeting. This would, in turn, mean that this SPREP (15<sup>th</sup>) Meeting should decide on the composition of a SAC and agree on a duty statement for the post as well as the position requirements that would guide the SAC in its assigned work towards making a recommendation to the SPREP Meeting.

#### SAC Selection

4. Rule 3 provides for a SAC membership comprising of the current (SPREP Meeting) chairperson who shall also be SAC chair and at least two other members of the SPREP Meeting. This implies a minimum of 3 members but flexible on the upper limit. Cost (borne by the Secretariat) and pragmatism would dictate an upper limit. In the past the number has varied from 6 (1995/96 recruitment) to 8 (2001/02 recruitment) and depended on base membership provided by members with representation in Samoa (i.e. Australia, New Zealand, Samoa, Tokelau and USA).



5. The Meeting could consider being guided by past practice in making its selection with consideration perhaps for one or two other members not resident in Apia to spread representation bearing in mind that French Polynesia as Chair will also chair the SAC. Although not specifically stated in the Rules of Procedure, the matter of being a Contracting Party to the SPREP Agreement is implicit in respect of both the qualification to apply for the post of CEO and to participate in the recruitment process.

#### **Duty Statement and Position Requirements**

6. A draft duties/responsibilities list and suggested position requirements for the post of Director are attached as Attachment 1 for consideration and approval.

#### **Recommendation**

7. The Meeting is invited to:

- > **decide** on the composition of the SAC; and
  - > **consider** and **approve** a duties/responsibilities list and position requirements for the recruitment of Director as contained in Attachment 1.
- 

28 June 2004

### **Duties/Responsibilities of Director**

1. Provision of high quality leadership and vision;
2. Efficient and effective management and administration SPREP work programme, staff and assets;
3. Delivery of high quality advice and services to members and governing body;
4. Articulation and strong advocacy for environment concerns of the regions; and
5. Effectively network and interact with other regional organisations, donors and stakeholders

### **Required Knowledge, Skills, Experience and Attributes**

- High integrity with proven leadership qualities, managerial ability and experience at executive level in leading a multi-disciplinary, multicultural team. An academic qualification in an appropriate discipline is an advantage;
  - Commitment to the social, economic and environmental aspirations of Pacific island peoples and ability to effectively communicate and liaise with members;
  - Ability to advocate for and promote the environmental concerns, the protection and development of the environmental resources of the region and to cooperate effectively with other partner organisations and institutions; and
  - Good health and ability to travel and consult widely in the region.
-

## Rules of Procedure for Appointment of Director

### Contents

Rule No.	Subject
1.	Scope
2.	Definitions
3.	Selection Advisory Committee
4.	Chairperson
5.	Notices
6.	Selection Advisory Committee Functions
7.	Selection Criteria
8.	Term of Appointment
9.	Expenses
10.	Amendments

### Scope

#### Rule 1

These Rules shall apply to any appointment of a Director of SPREP under Article 3.3 (g) of the Agreement Establishing the South Pacific Regional Environment Programme.

### Definitions

#### Rule 2

For the purposes of these Rules:

- “Director” means the position established by virtue of Article 6 of the Agreement Establishing the South Pacific Regional Environment Programme;
- “SPREP” means the South Pacific Regional Environment Programme established by virtue of Article 1 of the Agreement Establishing the South Pacific Regional Environment Programme;
- “SPREP Meeting” means the organ of SPREP established by virtue of Article 1 of the Agreement Establishing the South Pacific Regional Environment Programme.

## **Selection Advisory Committee**

### **Rule 3**

The SPREP Meeting shall as required from time to time appoint a Selection Advisory Committee comprising:

- the current chairperson, who shall also chair the Selection Advisory Committee; and
- at least two other members of the SPREP Meeting.

## **Chairperson**

### **Rule 4**

The functions of the chairperson are to:

- inform Governments and Administrations of a pending vacancy;
- advertise the position;
- invite nominations;
- receive applications;
- convene the Selection Advisory Committee; and
- chair the Selection Advisory Committee.

## **Notices**

### **Rule 5**

1. The Chairperson shall transmit notice of a pending vacancy to all SPREP Member Governments and Administrations no later than six months prior to the expiry of the term of office of the incumbent.
2. Advertising of the position in major regional newspapers and periodicals shall be effected by the Secretariat in consultation with the chairperson no later than six months prior to the expiry of the term of office of the incumbent Director and in any case in sufficient time to enable the Selection Advisory Committee to complete its work prior to the next SPREP Meeting.
3. Applications should close no sooner than two months following such notification or advertising.

4. Where a vacancy arises and there is no Deputy Director and the position is likely to be vacant for more than 12 months, the procedures in these Rules will apply and the Chairperson shall convene a special SPREP Meeting to appoint a new Director.
5. Where a vacancy occurs and there is no Deputy Director, the Chairperson in consultation with members, may appoint an interim Director on such terms and conditions as may be agreed by Members. The interim Director shall be selected from Heads of Division of the Secretariat or if there is no suitable candidate in the Secretariat, from nominees of Members. Interim appointments stand until a permanent appointment is made. Interim appointments confer on the holder no assumption of permanency. Holders of an interim appointment shall not however, be precluded from applying for permanent appointment in accordance with the provisions of these rules.

### **Selection Advisory Committee Functions**

#### **Rule 6**

In considering applications received by the Chairperson, the Selection Advisory Committee shall:

- consider each application against the selection criteria;
- make such enquiries as it sees fit;
- draw up a shortlist of no more than five people;
- notify Governments and Administrations of the shortlist seeking their comment which shall then be transmitted to the Chair of the Selection Advisory Committee within fourteen days of date of notification;
- interview shortlisted candidates; and
- make recommendations concerning the appointment to the next SPREP Meeting preceding the expiry of the term of office of the incumbent Director. Such recommendations should contain the shortlisted candidates in order of suitability/preference.

## **Selection Criteria**

### **Rule 7**

The following criteria shall be taken into account by the Selection Advisory Committee when considering applications:

- applicants must be nominated by a Government or Administration. More than one applicant per country is eligible for selection;
- applicants must be nationals of the nominating Government or Administration;
- applicants must possess sound personal qualities;
- shortlisted applicants shall be selected on the basis of merit, with regard to:
  1. relevant qualifications and experience;
  2. proven management abilities; and,
  3. superior representational skills.
- individuals of the Selection Advisory Committee are not eligible for consideration.

## **Term of Appointment**

### **Rule 8**

The successful applicant shall be appointed for a period of three years in the first instance. The incumbent may seek reappointment, through application, for a further period of three years. The maximum length of service for any individual is six years.

## **Expenses**

### **Rule 9**

All costs associated with convening meetings of the Selection Advisory Committee and with advertising and interviewing shortlisted candidates shall be met by the Secretariat.

## **Amendments**

### **Rule 10**

These Rules may be amended by consensus decision of the SPREP Meeting.

**Fifteenth SPREP Meeting of Officials**

Pape'ete, French Polynesia

13-16 September 2004

**Agenda Item 12.3: Proposed Amendment to Staff Regulations****Purpose of Paper**

1. To provide the Meeting with a proposed amended text for consideration and approval.

**Background**

2. At the last SPREP Meeting, during the consideration and approval of a secretariat proposed amendment to the Staff Regulation on Higher and Extra Duties Allowances, the Representative of Australia sought the support of the Meeting to amend the staff regulation, "which gives the Director discretion to appoint staff and that the amendment should reflect that staff selection be done in a transparent manner based on merit selection". The Meeting subsequently agreed that Staff Regulation 11(d) be amended and considered at the next Meeting. The full text of current Staff Regulations 11 and 12 are appended as Attachment 1.

**Proposed Amendment**

3. To meet the concerns expressed at the last SPREP Meeting, the Secretariat proposes that a new section (e) be added to Regulation 11 as proposed below:

**"Appointment of Director and Staff  
Regulation 11**

**Staff**

- (e) When appointing staff, the Director shall comply with the SPREP recruitment procedures and will ensure that these processes are transparent, equitable and based on merit.

4. To provide the Meeting with the context of the proposal, the full Regulation 11 as it exists together with the proposed addition is contained in Attachment 1.

**Recommendation**

5. The Meeting is invited to:

- **consider and approve** the proposed amended text under paragraph 3 for Staff Regulation 11(e).

---

28 June 2004



## **Appointment of Director and Staff Regulation 11**

### **Director**

- (a) The Director is appointed by the SPREP Meeting under such terms and conditions as it determines.

### **Director - Exercise of Powers**

- (b) When the position of Director is vacant, the Director's functions and powers shall be exercised according to the instructions of the Chairperson of the SPREP Meeting and in the absence of such instructions, by the Deputy Director.
- (c) When the Director is absent from Headquarters, the Deputy Director shall be designated to act as Director, in the event that both are absent, an officer of the Director's choice shall be designated Officer-in-Charge.

### **Staff**

- (d) The power of appointment rests with the Director subject to the establishment and remuneration policy approved by the SPREP Meeting.
- (e) When appointing staff, the Director shall comply with the SPREP recruitment procedures and will ensure that these processes are transparent, equitable and based on merit.

## **Appointment Policy Regulation 12**

- (a) In selecting staff for appointment to SPREP, the dominant considerations shall be:
    - (i) the required qualifications and experience
    - (ii) competence
    - (iii) integrity
  - (b) Subject to Regulation 12(a) above, and the principle of open competition, the Director shall, in selecting professional staff, give due consideration to the nationals of SPREP island member states and to the desirability of obtaining equitable national representation.
  - (c) When a support staff vacancy occurs the vacancy will be advertised in the Apia media. When a professional staff vacancy occurs the vacancy will be advertised regionally.
  - (d) When two applicants for a support staff position are rated equally suitable, and one is a SPREP employee, preference shall be given to the existing staff member.
  - (e) Men and women are equally eligible for all posts in SPREP.
-



## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia

13-16 September 2004

### Agenda Item 12.4: Revised Financial Regulations

#### Purpose of Paper

1. To table the revised Financial Regulations and seek the Meeting's consideration and approval of these.

#### Background

2. At the last SPREP Meeting both the Secretariat and its Auditors referred to difficulties encountered by both the Secretariat and members in trying to present financial and budgetary information which the Financial Regulations, adopted some 12 years ago, required to be shown against Primary, Project Management and Project Implementation Functions which did not adequately cater for current programme format and presentation evolved over more recent years.
3. At the recommendation of the Director, the 14<sup>th</sup> SPREP Meeting agreed to the formation of Joint Task Force (JTF) of selected members and the Secretariat to review and recommend on the Secretariat core functions and budget. The Meeting also requested the Secretariat to provide a paper to the 15<sup>th</sup> SPREP Meeting outlining changes to the Financial Regulations to address the concerns raised and to bring the document up to date with good practice (paragraph 140 of the Record of 15<sup>th</sup> SPREP Meeting).
4. The JTF met at Headquarters in November 2003 and reached definite conclusions and recommendations on matters pertinent to the Financial Regulations and issues raised at the last SPREP Meeting. The report and conclusions of the JTF are presented to the SPREP Meeting under agenda Item 9. It instructed the Secretariat to take into account both on its revision of the Financial Regulations and the construction of the proposed 2005 work programme and budget, its main conclusions.

5. In proposing amendments and revisions to the current Financial Regulations, the Secretariat had taken into account the findings and conclusions of the JTF, comments of members at previous SPREP Meetings, its own experience with working and implementing the regulations and, given that SPREP is functionally similar to and a member of the CROP organizations, the financial practices of other CROP organizations. Not unexpectedly there is remarkable harmonisation among CROP general accounting practices.

6. The revised Financial Regulations are in Attachment 1. For ease of reference and comparison between existing and proposed new provisions, the document shows the existing provisions in the first column, the proposed in the second and the comments/reasons by the Secretariat on the changes in the third column.

### **Recommendation**

7. That the Meeting approves the proposed new Financial Regulations contained in Attachment 1 to become effective immediately after the conclusion of the 15<sup>th</sup> SPREP Meeting.

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18 July 2004

**FINANCIAL REGULATIONS**

<u>Current</u>	<u>Proposed</u>	<u>Comments</u>
<p><b>PURPOSE</b></p> <p><b>Regulation 1</b></p> <p>These Regulations shall govern the financial administration of the South Pacific Regional Environment Programme.</p> <p><b>DEFINITIONS</b></p> <p><b>Regulation 2</b></p> <p>In these Regulations, unless the contrary intention appears:</p> <p>'Budget' means a consolidation of statements of income and expenditure for the core fund and programme fund budgets, primary, project management and project implementation functions;</p> <p>'Core Fund Budget' means income and expenditure statements covering executive management and support including executive management's functions in regional coordination and international cooperation, donor liaison and consultation with members, servicing the SPREP Meeting and corporate services.</p> <p>'Capital Fund' means a general purpose fund, the proceeds of which will be applied from time to time to partially finance the activities of the South Pacific Regional Environment</p>	<p><b>PURPOSE</b></p> <p><b>Regulation 1</b></p> <p>These Regulations shall govern the financial administration of the South Pacific Regional Environment Programme.</p> <p><b>DEFINITION</b></p> <p><b>Regulation 2</b></p> <p>In these Regulations, unless the contrary intention appears:</p> <p>'Budget' means a consolidation of statements of income and expenditure for the core fund and programme fund budgets</p> <p>'Core Fund Budget' means income and expenditure statements covering executive management and support including executive management's functions in regional coordination and international cooperation, donor liaison and consultation with members, servicing the SPREP Meeting and corporate services.</p>	<p>No change</p> <p>Consequential changes to account for recommendations of the Joint Task Force on SPREP Core Functions and budget</p> <p>Capital Fund now merged with the Reserve Fund</p>

**FINANCIAL REGULATIONS**

<u>Current</u>	<u>Proposed</u>	<u>Comments</u>
<p><u>Programme, Corporate Services means translation and interpretation, library, publications and information, information and communications technology, property management, personnel administration, general administration and finance.</u></p> <p><u>'Director' means the position referred to under Article 6 of the Agreement Establishing the South Pacific Regional Environment Programme (1993).</u></p> <p><u>'Programme Fund Budget' means income and expenditure for all budget heads approved by the SPREP Meeting forming the Programme Fund budget and excludes heads falling under the Core Fund budget.</u></p> <p><u>'Reserve Fund' means the general purpose fund created out of the initial working funds (Capital Fund) of the SPREP and accumulated surpluses in past years and to be used in accordance with Regulation 18.</u></p> <p><u>'Secretariat' or 'SPREP Secretariat' means the organ established in Article 1 and described in Article 7 of the Agreement Establishing the South Pacific Regional Environment Programme (1993).</u></p> <p><u>'South Pacific Regional Environment Programme' means the body established and described in Article 1 of the Agreement Establishing SPREP (1993).</u></p> <p><u>'SPREP Meeting' means the organisation created under Article 1.2 and described in Article 3 of the Agreement Establishing SPREP (1993)</u></p>	<p>'Corporate Services' means translation and interpretation, library, publications and information, information and communications technology, property management, personnel administration, general administration and finance.</p> <p>'Director' means the position referred to under Article 6 of the Agreement Establishing the South Pacific Regional Environment Programme (1993).</p> <p>'Programme Fund Budget' means income and expenditure for all budget heads approved by the SPREP Meeting forming the Programme Fund budget and excludes heads falling under the Core Fund budget.</p> <p>'Reserve Fund' means the general purpose fund created out of the initial working funds (Capital Fund) of the SPREP and accumulated surpluses in past years and to be used in accordance with Regulation 18.</p> <p>'Secretariat' or 'SPREP Secretariat' means the organ established in Article 1 and described in Article 7 of the Agreement Establishing the South Pacific Regional Environment Programme (1993).</p> <p>'South Pacific Regional Environment Programme' means the body established and described in Article 1 of the Agreement Establishing SPREP (1993).</p> <p>'SPREP Meeting' means the organisation created under Article 1.2 and described in Article 3 of the Agreement Establishing SPREP (1993)</p>	<p>In accordance with the <u>JTF recommendation.</u></p> <p>The former <u>Capital Fund</u> is now merged with the <u>Reserve Fund</u></p>

**FINANCIAL REGULATIONS**

<u>Current</u>	<u>Proposed</u>	<u>Comments</u>
<p><del>'Primary functions' means core functions including servicing the SPREP Meeting, seeking funds, co-ordination activities and providing information to members.</del></p> <p><del>'Project management functions' means the management of donor funded projects on behalf of members and donors.</del></p> <p><del>'Project implementation functions' means the implementation of donor funded projects on behalf of members and donors excluding the project management function.</del></p> <p><del>'Secretariat' means the South Pacific Regional Environment Programme's personnel and financial resources associated with undertaking primary project management and project implementation functions.</del></p> <p><del>'Work Programme and Budget Sub-committee' means the committee that is appointed, authorised and delegated by the SPREP Meeting to consider and adopt a Work Programme and Budget during the year that the SPREP Meeting is not in session.</del></p> <p><b>THE BUDGET</b></p> <p><b>Regulation 3 – Annual Budget Estimates</b></p> <p>The annual Budget estimates shall cover income and expenditure of the South Pacific Regional Environment Programme and its auxiliary and subsidiary bodies for the fiscal financial year to which they relate and shall be presented in US dollars. The financial South Pacific Regional Environment Programme shall be the calendar year. The annual Budget estimates will incorporate income and expenditure proposals for the primary, project management and project implementation functions Core Fund Budget and Programme Fund Budget.</p>	<p><b>Regulation 3 – Annual Budget Estimates</b></p> <p>The annual Budget estimates shall cover income and expenditure of the South Pacific Regional Environment Programme and its auxiliary and subsidiary bodies for the financial year to which they relate and shall be presented in US dollars. The financial year shall be the calendar year. The annual Budget estimates will incorporate income and expenditure proposals for the Core Fund Budget and Programme Fund Budget.</p>	<p><u>Now redundant</u></p>
<p><b>THE BUDGET</b></p> <p><b>Regulation 3 – Annual Budget Estimates</b></p> <p>The annual Budget estimates shall cover income and expenditure of the South Pacific Regional Environment Programme and its auxiliary and subsidiary bodies for the fiscal financial year to which they relate and shall be presented in US dollars. The financial South Pacific Regional Environment Programme shall be the calendar year. The annual Budget estimates will incorporate income and expenditure proposals for the primary, project management and project implementation functions Core Fund Budget and Programme Fund Budget.</p>	<p><b>Regulation 3 – Annual Budget Estimates</b></p> <p>The annual Budget estimates shall cover income and expenditure of the South Pacific Regional Environment Programme and its auxiliary and subsidiary bodies for the financial year to which they relate and shall be presented in US dollars. The financial year shall be the calendar year. The annual Budget estimates will incorporate income and expenditure proposals for the Core Fund Budget and Programme Fund Budget.</p>	<p><u>Minor consequential change</u></p>

**FINANCIAL REGULATIONS**

<u>Current</u>	<u>Proposed</u>	<u>Comments</u>
<p><b>Regulation 4 – Budget Format</b></p> <p>(a) The annual Budget estimates shall be arranged in such form and in such Parts, Heads and Sub-Heads as the SPREP Meeting may from time to time direct.</p> <p>(b) The annual Budget estimates shall comprise the following documents:</p> <p>i. <u>Budget document with narratives, and</u></p> <p>ii. <u>Any additional documents which the SPREP Meeting or Director may deem necessary and useful</u></p> <p>(c) <u>The Budget estimates shall be prepared so that the estimated expenditure does not exceed total anticipated estimates of funds that will be available for the financial year.</u></p> <p>The annual Budget estimates shall include the following documents:</p> <p>(a) A detailed statement dealing with each sub-head separately of estimated income and expenditure for the following year for the primary, project management and project implementation functions and the basis of computation;</p> <p>(b) A comparative table, dealing with each sub-head separately, of actual income and expenditure during the last completed fiscal year, of estimated income and expenditure in the approved Budget for the current year, of revised estimates (if any) of income and expenditure for the current year, based on the latest figures available, and of estimated income and expenditure for the following year;</p> <p>(c) A detailed statement showing the estimated financial position of the South Pacific Regional Environment Programme at the end</p>	<p><b>Regulation 4 – Budget Format</b></p> <p>(a) The annual Budget estimates shall be arranged in such form and in such Parts, Heads and Sub-Heads as the SPREP Meeting may from time to time direct.</p> <p>(b) The annual Budget estimates shall comprise the following documents:</p> <p>i. Budget document with narratives, and</p> <p>ii. Any additional documents which the SPREP Meeting or Director may deem necessary and useful</p> <p>(c) The Budget estimates shall be prepared so that the estimated expenditure does not exceed total anticipated estimates of funds that will be available for the financial year.</p>	<p><u>Additions made to existing for clarity and follow best practice from other CROP organisations.</u></p> <p><u>Reformulated above.</u></p>

**FINANCIAL REGULATIONS**

<u>Current</u>	<u>Proposed</u>	<u>Comments</u>
<p>of the current fiscal year;</p> <p>(d) A detailed statement dealing with extra-budgetary funds; and</p> <p>(e) Any other documents which the SPREP Meeting may deem necessary and useful.</p> <p><b>Regulation 5 – Circulation of Budget Estimates</b></p> <p>1. The annual Budget estimates for the following year will be circulated at least six weeks prior to the opening of the SPREP Meeting.</p> <p>2. In those years where a SPREP Meeting is not to be held, the annual Budget estimates for the following year will be circulated to all Members at least eight weeks prior to the convening of a Work Programme and Budget Sub-committee Meeting. All Members will be invited to submit their comments, on the annual Budget estimates for the following year, to the Secretariat at least three weeks prior to the convening of the Work Programme and Budget Sub-committee Meeting and copies of all such comments received by the Secretariat will be distributed to all Members at least one week prior to that Meeting.</p>	<p><b>Regulation 5 – Circulation of Budget Estimates</b></p> <p>The annual Budget estimates for the following year will be circulated at least six weeks prior to the opening of the SPREP Meeting.</p>	<p>No change</p> <p>Work programme and Budget sub-committee no longer in existence.</p>
<p><b>APPROPRIATIONS</b></p> <p><b>Regulation 6 – Adoption of the Budget</b></p> <p>(a) The SPREP Meeting shall examine, amend as appropriate and adopt the Work Programme and Budget Sub-committee may adopt the annual budget estimates.</p>	<p><b>APPROPRIATIONS</b></p> <p><b>Regulation 6 – Adoption of the Budget</b></p> <p>(a). The SPREP Meeting shall examine, amend as appropriate and adopt the annual budget estimates.</p> <p>(b). The adoption of the annual Budget estimates shall constitute</p>	<p>Standard wording among CROP organisations.</p>



**FINANCIAL REGULATIONS**

<b>Current</b>	<b>Proposed</b>	<b>Comments</b>
<p><del>(b)2. The adoption of the annual Budget estimates for the primary, project management project implementation functions shall constitute an authorisation to the Director to incur commitments and make payments for the purposes for which the expenditure was approved and up to the amounts so approved.</del></p> <p><del>3. When the SPREP Meeting or Work Programme and Budget Sub-committee has not met in a particular year to consider revised Budget estimates for that current year for the primary functions, the Director may subject to Regulation 9 incur additional commitments and make additional payment up to a limit of ten per cent of the total sums already approved for the primary functions.</del></p>	<p>an authorisation to the Director to incur commitments and make payments for the purposes for which the expenditure was approved and up to the amounts so approved.</p>	<p>Minor consequential change</p> <p>Reorganised and now reflected in now Regulation 10.</p>
<p><b>Regulation 7 – Availability of and Accounting for Funds</b></p> <p><del>1. Income for the primary and project management functions shall be accounted for on a cash basis except for interest income.</del></p> <p><del>2. Expenditure for the primary and project management functions shall be accounted for on an accrual basis:</del></p> <p><del>(a)3. Funds provided in the Budget for primary and project management functions shall be available for commitment during the fiscal financial year to which they relate.</del></p> <p><del>(b)4. Funds provided in the Budget for primary functions shall remain available for twelve months following the fiscal financial year to which they relate to the extent to which they are required to liquidate commitments.</del></p> <p><del>(c). Any commitments not discharged at the end of the twelve month</del></p>	<p><b>Regulation 7 – Availability of and Accounting for Funds</b></p> <p>(a). Funds shall be available for commitment during the financial year to which they relate.</p> <p>(b). Funds shall remain available for twelve months following the financial year to which they relate to the extent to which they are required to liquidate commitments.</p> <p>(c). Any commitments not discharged at the end of the twelve month period following the close of the financial year shall at that time be cancelled. If this cannot be done and the</p>	<p>Unnecessary lower level details set out in Notes to Annual Financial Statements to the SPREP Meeting and also now covered in Regulation 27(b).</p>

**FINANCIAL REGULATIONS**

<b>Current</b>	<b>Proposed</b>	<b>Comments</b>
<p>period following the close of the financial year shall at that time be cancelled. If this cannot be done and the commitment remains a valid charge, the expenditure shall be charged against the budget of the year in which payment is made.</p> <p>8(d). The Director may incur additional expenditure on project management functions in excess of that provided in the Budget provided that funding is available and that such additional expenditure does not adversely impact on the capacity of the Secretariat to carry out and manage the activities detailed in the Budget approved by the SPREP Meeting.</p> <p>6.5. Funds shall remain available in the Budget for project management functions until they are required to liquidate commitments.</p> <p>7. In the event of any delay in the meetings of the SPREP Meeting or Work Programme and Budget Sub-committee to adopt the annual Budget estimates for the primary functions, the Director is authorised, pending approval of the annual Budget estimates for the primary functions, to incur obligations and meet expenditure in the first three months of the current year up to a limit not exceeding twenty five per cent of the total expenditure incurred for the whole of the preceding year, subject to any reservations which have been placed on any individual item.</p> <p>8. The Director may incur additional expenditure on project management functions in excess of that provided in the Budget for project management functions provided that funding is available and that such additional expenditure does not adversely</p>	<p>commitment remains a valid charge, the expenditure shall be charged against the budget of the year in which payment is made.</p> <p>(d). The Director may incur additional expenditure in excess of that provided in the Budget provided that funding is available and that such additional expenditure does not adversely impact on the capacity of the Secretariat to carry out and manage the activities detailed in the Budget approved by the SPREP Meeting.</p>	<p>Logical extension of previous part and standard provision in other CROP agencies.</p> <p>Minor consequential changes to reflect JTF conclusions and to remove from Regulations lower level accounting policy issues reflected in Financial Accounts</p> <p>Now moved to new Regulation 10.</p> <p>Already captured in part 4 above.</p>

**FINANCIAL REGULATIONS**

<b>Current</b>	<b>Proposed</b>	<b>Comments</b>
<p>impact on the capacity of the Secretariat to carry out and manage the activities detailed in the Budget approved by the SPREP Meeting or Work Programme and Budget Sub-committee.</p> <p><b>Regulation 8 – Transfer of Funds between Budgets Heads</b></p> <p>The Director may:</p> <p>(a) Under the Core Fund Budget:</p> <p>(i) transfer anticipated savings under any sub-head to meet anticipated over-expenditure under any other sub-head of the same Head; and</p> <p>(ii) transfer available funds between budget Heads;</p> <p>(b) Under the Programme Fund Budget:</p> <p>(i) transfer anticipated savings under any sub-head to meet anticipated over-expenditure under any other sub-head of the same Head after consideration of donor requirements; and</p> <p>(ii) transfer funds between budget heads, after consultation with donors where appropriate.</p> <p>(c) Details of such transfers or proposed transfers shall be reported to the next SPREP Meeting.</p> <p>Income and expenditure for the project implementation functions shall be accounted for on an accrual basis except for receipts for project implementation functions which shall be accounted for on a cash basis.</p> <p>2. Funds provided in the Budget for project implementation functions shall be available for commitment until such time as a</p>	<p><b>Regulation 8 – Transfer of Funds between Budget Heads</b></p> <p>The Director may:</p> <p>(a) Under the Core Fund Budget:</p> <p>(i) transfer anticipated savings under any sub-head to meet anticipated over-expenditure under any other sub-head of the same Head; and</p> <p>(ii) transfer available funds between budget Heads;</p> <p>(b) Under the Programme Fund Budget:</p> <p>(i) transfer anticipated savings under any sub-head to meet anticipated over-expenditure under any other sub-head of the same Head after consideration of donor requirements; and</p> <p>(ii) transfer funds between budget heads, after consultation with donors where appropriate.</p> <p>(c) Details of such transfers or proposed transfers shall be reported to the next SPREP Meeting.</p>	<p>Shorter and clearer than current formulation.</p> <p>A standard formulation in other CROP agencies.</p>

**FINANCIAL REGULATIONS**

<u>Current</u>	<u>Proposed</u>	<u>Comments</u>
<p>specific project is either amended, cancelled or replaced.</p> <p><del>3. Funds shall remain available in the Budget for project implementation functions until they are required to liquidate commitments.</del></p> <p><del>4. The Director may transfer within the Budget for project implementation functions anticipated savings under any Part, Head or Sub-Head to meet anticipated expenditure under any other Part, Head or Sub-Head.</del></p> <p><del>5. The Director may incur additional expenditure on project implementation functions in excess of that provided in the Budget for project implementation functions provided that funding is available and that such additional expenditure does not adversely impact on the capacity of the Secretariat to carry out and manage the activities detailed in the Budget approved by the SPREP Meeting or Work Programme and Budget Sub-committee.</del></p>		<p>Now obsolete with new budget categorisation.</p>
<p><b><u>Regulation 9 – No Expenditure Commitments Without Funds</u></b></p> <p>The Director shall not enter into any commitment or expenditure in respect of any functions <u>budget component unless funds are available.</u></p>	<p><b><u>Regulation 9 – No Expenditure Commitments Without Funds</u></b></p> <p>The Director shall not enter into any commitment or expenditure in respect of any budget component unless funds are available.</p>	<p>No change</p>
<p><b><u>Regulation 10 - Authority to Spend Funds prior to Approval of Budget</u></b></p> <p><u>Should the annual Budget fails to be adopted before the beginning of the financial year to which it relates, the Director is authorized, pending approval of the Budget to incur obligations and meet</u></p>	<p><b><u>Regulation 10 - Authority to Spend Funds prior to Approval of Budget</u></b></p> <p>Should the annual Budget fails to be adopted before the beginning of the financial year to which it relates, the Director is authorized, pending approval of the Budget to incur obligations and meet</p>	<p>Was previously covered in Regulation 6.3 and 7.7</p>

**FINANCIAL REGULATIONS**

<b>Current</b>	<b>Proposed</b>	<b>Comments</b>
<p>pending approval of the Budget to incur obligations and meet expenditure for the first three months of the financial year up to a limit of two thirds of the previous year's approved budgetary expenditure subject to any reservations which may have been placed on any individual item. Contracts falling due or effective during that period may only be continued by provisional agreement and subject to final adoption of the Budget.</p> <p><b>PROVISION OF FUNDS</b></p> <p><b>Contributions</b></p> <p><b>Regulation 110 – Levels of Contributions</b></p> <p>The Director shall recommend to the SPREP Meeting levels of Members' contributions based on the scale of contributions approved by the SPREP Meeting and after taking into account:</p> <p>(a) The estimated expenditure for the Core Fund primary functions for the current financial year and the succeeding financial year;</p> <p>(b) Any other revenue in addition to Members' contributions;</p> <p>(c) Any balance of uncommitted funds available from previous financial years.</p>	<p>pending approval of the Budget to incur obligations and meet expenditure for the first three months of the financial year up to a limit of two thirds of the previous year's approved budgetary expenditure subject to any reservations which may have been placed on any individual item. Contracts falling due or effective during that period may only be continued by provisional agreement and subject to final adoption of the Budget.</p> <p><b>Contributions</b></p> <p><b>Regulation 11 – Levels of Contributions</b></p> <p>The Director shall recommend to the SPREP Meeting levels of Members' contributions based on the scale of contributions approved by the SPREP Meeting and after taking into account:</p> <p>(a) The estimated expenditure for the Core Fund for the current financial year and the succeeding financial year;</p> <p>(b) Any other revenue in addition to Members' contributions;</p> <p>(c) Any balance of uncommitted funds available from previous financial years.</p>	<p>Reformulated consistent with CROP practice.</p>
<p><b>Regulation 121 – Notice of Contributions</b></p> <p>After the SPREP Meeting or Work Programme and Budget Subcommittee has adopted the annual Budget estimates the Director shall:</p> <p>(a) Transmit the relevant documents to all members of the South</p>	<p><b>Regulation 12 – Notice of Contributions</b></p> <p>After the SPREP Meeting has adopted the annual Budget estimates the Director shall:</p> <p>(a) Transmit the relevant documents to all members of the</p>	<p>Minor consequential changes</p>
		<p>Minor consequential amendment</p>

**FINANCIAL REGULATIONS**

<u>Current</u>	<u>Proposed</u>	<u>Comments</u>
<p>Pacific Regional Environment Programme;</p> <p>(b) Inform members of the South Pacific Regional Environment Programme of their commitments in respect of member contributions and the depository into which it is desired that the contributions be paid.</p>	<p>South Pacific Regional Environment Programme;</p> <p>(b) Inform members of the South Pacific Regional Environment Programme of their commitments in respect of member contributions and the depository into which it is desired that the contributions be paid.</p>	
<p><b><u>Regulation 132 – Payment of Contributions</u></b></p> <p>Contributions shall be payable in US dollars. However, the Director is empowered to accept, at his discretion, the total or partial payment of contributions by a member of the South Pacific Regional Environment Programme in currencies other than US dollars which are necessary for the functioning of the South Pacific Regional Environment Programme Secretariat.</p>	<p><b><u>Regulation 13 – Payment of Contributions</u></b></p> <p>Contributions shall be payable in US dollars. However, the Director is empowered to accept, at his discretion, the total or partial payment of contributions by a member in currencies other than US dollars which are necessary for the functioning of the Secretariat.</p>	<p>No change</p>
<p><b><u>Regulation 143 - Status of Collection of Contributions</u></b></p> <p>The Director shall submit to each SPREP Meeting or Work Programme and Budget Sub-committee a report on the receipt of member contributions.</p>	<p><b><u>Regulation 14- Status of Collection of Contributions</u></b></p> <p>The Director shall submit to each SPREP Meeting a report on the receipt of member contributions.</p>	<p>Minor consequential change</p>
<p><b><u>FUNDS</u></b></p> <p><b><u>Regulation 154 – Principal Funds of the Organisation</u></b></p> <p>The working funds of the South Pacific Regional Environment Programme Secretariat shall be held in two three principal funds:</p> <p>(a). The Core Fund; covering all Core Fund income and expenditure;</p>	<p><b><u>FUNDS</u></b></p> <p><b><u>Regulation 15 – Principal Funds of the Organisation</u></b></p> <p>The working funds of the Secretariat shall be held in three principal funds:</p> <p>(a). The Core Fund; covering all Core Fund income and expenditure;</p>	<p>Reformulated to reflect JTF conclusions.</p>

**FINANCIAL REGULATIONS**

<u>Current</u>	<u>Proposed</u>	<u>Comments</u>
<p>(b). The Programme Fund; covering all work programme funding and expenditure; and</p> <p>(c) The reserve Fund which is to be used in accordance with Regulation 18.</p> <p>(f) a Capital Fund; and</p> <p>(ii) an Operating Fund;</p> <p>(a) Expenditure on primary functions under Regulation 7 may be financed by advances from the Capital Fund;</p> <p>(b) Any advances made from the Capital Fund shall be reimbursed to that Fund as soon as available funds permit;</p> <p>(e) Income derived from investments of the Capital Fund shall be credited to miscellaneous income;</p> <p>(d) All income of the South Pacific Regional Environment Programme shall be credited to the Operating Fund except for contributions to the Capital Fund;</p> <p>(e) Capital fund transactions shall be reported to the SPREP Meeting or Work Programme and Budget Sub-committee.</p>	<p>(b). The Programme Fund; covering all work programme funding and expenditure; and</p> <p>(c). The reserve Fund which is to be used in accordance with Regulation 18.</p>	<p>Reserve Fund now include Capital Fund</p>

**FINANCIAL REGULATIONS**

<b>Current</b>	<b>Proposed</b>	<b>Comments</b>
<p><b>Regulation 16 – Programme Funds</b></p> <p>(a). Programme funds shall be used only for the purposes specified by the donors.</p> <p>(b). All costs relating to any programme shall be a charge against the Programme Fund and shall be included in the Financial Statements of the Secretariat.</p> <p>(c). Any income received from the investment of Programme Funds will accrue to Core Fund miscellaneous income.</p>	<p><b>Regulation 16 – Programme Funds</b></p> <p>(a). Programme funds shall be used only for the purposes specified by the donors.</p> <p>(b). All costs relating to any programme shall be a charge against the Programme Fund and shall be included in the Financial Statements of the Secretariat.</p> <p>(c). Any income received from the investment of Programme Funds will accrue to Core Fund miscellaneous income.</p>	<p>Necessary consequential changes.</p> <p>Standard CROP practice.</p>
<p><b>Regulation 17 – Core Funds</b></p> <p>(a). Members' contributions and any miscellaneous income shall be credited to the Core Fund.</p> <p>(b). Any surplus balance remaining in the Core Fund at the close of any financial year shall be applied first towards the settlement of any debt remaining after the close of the financial year in line with Regulation 7.2(b), if any, and any balance remaining thereafter shall be taken into account when preparing the estimates of the succeeding year.</p>	<p><b>Regulation 17 – Core Funds</b></p> <p>(a). Members' contributions and any miscellaneous income shall be credited to the Core Fund.</p> <p>(b). Any surplus balance remaining in the Core Fund at the close of any financial year shall be applied first towards the settlement of any debt remaining after the close of the financial year in line with Regulation 7.2(b), if any, and any balance remaining thereafter shall be taken into account when preparing the estimates of the succeeding year.</p>	<p>Necessary consequential changes.</p>



**FINANCIAL REGULATIONS**

<b>Current</b>	<b>Proposed</b>	<b>Comments</b>
<p><u>Regulation 18 – Application of the Reserve Fund</u></p> <p>The Reserve Fund may be used by the Director in any emergency or unforeseen circumstance and may authorise:</p> <ol style="list-style-type: none"> <li>transfers from the Reserve Fund to the Programme Fund to meet unforeseen liquidity shortfalls and the Reserve Fund shall be replenished when grants to the Programme Fund are received;</li> <li>transfers from the Reserve Fund to the Core Fund to meet unforeseen expenditure or shortfalls. Details of such transfers or proposed transfers are to be reported to the next SPREP Meetings; and</li> <li>the funds used for purposes outlined in this Regulation shall be accounted for in the annual accounts of the Secretariat.</li> </ol>	<p><u>Regulation 18 – Application of the Reserve Fund</u></p> <p>The Reserve Fund may be used by the Director in any emergency or unforeseen circumstance and may authorise:</p> <ol style="list-style-type: none"> <li>transfers from the Reserve Fund to the Programme Fund to meet unforeseen liquidity shortfalls and the Reserve Fund shall be replenished when grants to the Programme Fund are received;</li> <li>transfers from the Reserve Fund to the Core Fund to meet unforeseen expenditure or shortfalls. Details of such transfers or proposed transfers are to be reported to the next SPREP Meetings; and</li> <li>the funds used for purposes outlined in this Regulation shall be accounted for in the annual accounts of the Secretariat.</li> </ol>	<p>Required to stipulate how Reserve Fund is used.</p> <p>Similar formulation as in other CROP agencies.</p>
<p><u>Regulation 19 – Establishment of Trust Funds and Special Accounts</u></p> <p>The Director may establish Trust Funds and Special Purpose Accounts and shall inform the SPREP Meeting or Work Programme and Budget Sub-committee of the details.</p>	<p><u>Regulation 19 – Establishment of Trust Funds and Special Accounts</u></p> <p>The Director may establish Trust Funds and Special Purpose Accounts and shall inform the SPREP Meeting of the details.</p>	<p>To amalgamate with following Regulation.</p>
<p><u>Regulation 16</u></p> <p>The Director may establish Trust Funds with the approval of the SPREP Meeting:</p>		<p>Combined with Special Purpose Accounts.</p>

**FINANCIAL REGULATIONS**

<u>Current</u>	<u>Proposed</u>	<u>Comments</u>
<p><b>Regulation 2017 – Purpose and Use of Trust Funds and Special Accounts</b></p> <p>The purpose and limits of each Trust Fund and Special Purpose Account shall be clearly defined by the SPREP Meeting and unless otherwise directed by the SPREP Meeting such Funds shall be administered in accordance with these Regulations and audited reports be presented annually to the SPREP Meeting, or Work Programme and Budget Sub-committee.</p>	<p><b>Regulation 20 – Purpose and Use of Trust Funds and Special Accounts</b></p> <p>The purpose and limits of each Trust Fund and Special Purpose Account shall be clearly defined by the SPREP Meeting and unless otherwise directed by the SPREP Meeting such Funds shall be administered in accordance with these Regulations and audited reports be presented annually to the SPREP Meeting.</p>	<p>Minor consequential amendment</p>
<p><b>Regulation 2118 – Authority to Accept Extrabudgetary Funds</b></p> <p>The Director may accept contributions for the Core Fund and Programme Fund budgets only if the purposes of such contributions from members, private organizations and other donor are consistent with the policies of SPREP primary project management and project implementation functions and shall inform the next SPREP Meeting, or Work Programme and Budget Sub-committee of details of such contributions.</p>	<p><b>Regulation 21 – Authority to Accept Extrabudgetary Funds</b></p> <p>The Director may accept contributions for the Core Fund and Programme Fund budgets only if the purposes of such contributions from members, private organizations and other donor are consistent with the policies of SPREP and shall inform the next SPREP Meeting.</p>	<p>Improvement on current provision. Similar provision in other CROP agencies.</p>
<p><b>CUSTODY OF FUNDS</b></p> <p><b>Regulation 2219 – Bank Accounts</b></p> <p>The Director is authorised to open and close bank accounts and shall inform the SPREP Meeting or Work Programme and Budget Sub-committee of the details.</p>	<p><b>CUSTODY OF FUNDS</b></p> <p><b>Regulation 22 – Bank Accounts</b></p> <p>The Director is authorised to open and close bank accounts and shall inform the SPREP Meeting of the details.</p>	<p>Minor consequential amendment</p>

**FINANCIAL REGULATIONS**

<u>Current</u>	<u>Proposed</u>	<u>Comments</u>
<p><u>Regulation 230 – Handling of Programme and Core Funds</u>  <del>Project implementation function Programme Fund banking transactions shall be conducted through a separately from account to that for primary and project management function Core Fund transactions.</del></p>	<p><u>Regulation 23 – Handling of Programme and Core Funds</u>                      Programme Fund transactions shall be conducted separately from that for Core Fund transactions.</p>	<p><u>Minor consequential amendment.</u></p>
<p><u>INVESTMENT OF FUNDS</u>   <u>Regulation 241 – Investment of Funds</u>                       The Director may make short-term non-speculative investments in interest-bearing Bank deposits of monies not needed for immediate requirements.</p>	<p><u>INVESTMENT OF FUNDS</u>   <u>Regulation 24 – Investment of Funds</u>                       The Director may make short-term non-speculative investments in interest-bearing Bank deposits of monies not needed for immediate requirements.</p>	<p><u>No change</u></p>
<p><u>BANK-OVERDRAFT</u>   <u>Regulation 22</u>                       The SPREP Meeting will set biennially a limit on what advances by way of bank overdraft, the Director may obtain for a particular year.</p>		<p><u>Deleted.</u>  <u>Has never been used and not intended to be used</u></p>
<p><u>INTERNAL CONTROL</u>   <u>Regulation 253 – Financial Rules and Procedures</u>                       The Director shall:                      (a) Establish detailed financial rules and procedures in order to ensure effective financial administration and the exercise of economy;                      (b) Cause all payments to be made on the basis of supporting vouchers and other documents which ensure that the services or goods have been received, and that payments have not</p>	<p><u>INTERNAL CONTROL</u>   <u>Regulation 25 – Financial Rules and Procedures</u>                       The Director shall:                      (a) Establish detailed financial rules and procedures in order to ensure effective financial administration and the exercise of economy;                      (b) Cause all payments to be made on the basis of supporting vouchers and other documents which ensure that the services or goods have been received, and that payments</p>	<p><u>No change</u></p>

**FINANCIAL REGULATIONS**

<u>Current</u>	<u>Proposed</u>	<u>Comments</u>
<p>previously been made;</p> <p>(c) Designate the officers who may receive monies or incur obligations on behalf of the South Pacific Regional Environment Programme Secretariat and disburse South Pacific Regional Environment Programme funds;</p> <p>(d) Maintain an internal financial control which shall provide for an effective current examination and/or review of financial transactions, in order to ensure:</p> <p>(i) The regularity of the receipt, custody and disposal of all funds and other financial resources of the South Pacific Regional Environment Programme Secretariat;</p> <p>(ii) The conformity of commitments and expenditure with the appropriations or other financial provisions approved by the SPREP Meeting, or with the purposes and rules relating to Trust Funds and Special Purpose Accounts;</p> <p>(e) Take all precautionary measures necessary to safeguard the property, equipment and supplies of the South Pacific Regional Environment Programme Secretariat; and</p> <p>(f) Arrange for the adequate protection of funds and property by insurance.</p>	<p>have not previously been made;</p> <p>(c) Designate the officers who may receive monies or incur obligations on behalf of the Secretariat and disburse funds;</p> <p>(d) Maintain an internal financial control which shall provide for an effective current examination and/or review of financial transactions, in order to ensure:</p> <p>(i) The regularity of the receipt, custody and disposal of all funds and other financial resources of the Secretariat;</p> <p>(ii) The conformity of commitments and expenditure with the appropriations or other financial provisions approved by the SPREP Meeting, or with the purposes and rules relating to Trust Funds and Special Purpose Accounts;</p> <p>(e) Take all precautionary measures necessary to safeguard the property, equipment and supplies of the Secretariat; and</p> <p>(f) Arrange for the adequate protection of funds and property by insurance.</p>	
<p><b>Regulation 264 – Writing off of Losses</b></p> <p>The Director may, after full investigation, authorise the writing off of losses of cash and other assets, provided that the value of all such items written off shall be reported to the SPREP Meeting or Work Programme and Budget Sub-committee.</p>	<p><b>Regulation 26 – Writing off of Losses</b></p> <p>The Director may, after full investigation, authorise the writing off of losses of cash and other assets, provided that the value of all such items written off shall be reported to the SPREP Meeting.</p>	<p>Minor consequential amendment</p>

**FINANCIAL REGULATIONS**

<b>Current</b>	<b>Proposed</b>	<b>Comments</b>
<p><b>Regulation 25</b> Rules governing quotations and tendering procedures for procurement and disposal of equipment and supplies shall be established by the Director and reported to the SPREP Meeting for endorsement.</p>	<p><u>Deleted.</u> <u>Low level detail already encapsulated in procedures manual referred to in Regulation 25(a).</u></p>	
<p><b>FINANCIAL STATEMENTS</b> <b>ACCOUNTING</b> <b>Regulation 2627 – Maintenance of Accounting Records</b> (a) The Secretariat's Financial Statements shall, among other things, include the following statements and details: (i) <u>Income and Expenditure Statements of all funds for the financial year;</u> (ii) <u>Comparison of actual expenditure and budgeted expenditure for the financial year;</u> (iii) <u>Balance Sheet for the financial year;</u> (iv) <u>Cash Flow Statement for the financial year;</u> (v) <u>Notes to and forming part of the accounts.</u> (b) The accounts will be prepared in accordance with generally accepted accounting principles and modified to record income on a cash basis except for interest income and to avoid the requirement to provide for depreciation. (c) The Director shall also give such other information as may be appropriate to indicate the current financial position of the Secretariat (d) The accounts for each financial year shall be submitted by the Director to the Auditor by 31 March following the end of that</p>	<p><b>FINANCIAL STATEMENTS</b> <b>Regulation 27 – Maintenance of Accounting Records</b> (a) The Secretariat's Financial Statements shall, among other things, include the following statements and details: (i) <u>Income and Expenditure Statements of all funds for the financial year;</u> (ii) <u>Comparison of actual expenditure and budgeted expenditure for the financial year;</u> (iii) <u>Balance Sheet for the financial year;</u> (iv) <u>Cash Flow Statement for the financial year;</u> (v) <u>Notes to and forming part of the accounts.</u> (b) The accounts will be prepared in accordance with generally accepted accounting principles and modified to record income on a cash basis except for interest income and to avoid the requirement to provide for depreciation. (c) The Director shall also give such other information as may be appropriate to indicate the current financial position of the Secretariat (d) The accounts for each financial year shall be submitted by the Director to the Auditor by 31 March following the end of that</p>	<p><u>More accurate description of actual practice and provides greater clarity.</u> <u>Same as in other CROP organisations.</u></p>

**FINANCIAL REGULATIONS**

<b>Current</b>	<b>Proposed</b>	<b>Comments</b>
<p><u>financial year.</u></p> <p>(c) Audited financial statements signed by the Director are to be submitted to the next meeting of the SPREP Meeting.</p> <p>The Director shall:</p> <p>(a) Adopt accounting principles which conform to generally accepted international accounting standards;</p> <p>(b) Implement in consultation with South Pacific Regional Environment Programme officers appropriate financial management policies;</p> <p>(c) Submit annual financial statements to the SPREP Meeting or Work Programme and Budget Sub-committee;</p> <p>(d) Give such other information to the SPREP Meeting or Work Programme and Budget Sub-committee as appropriate to indicate the current financial position of the South Pacific Regional Environment Programme.</p> <p><b>Regulation 27</b></p> <p>The financial statements and the accounting records of the South Pacific Regional Environment Programme shall be presented in US dollars:</p> <p><b>Regulation 28</b></p> <p>Appropriate separate accounts shall be maintained for all Trust Funds and Special Purpose Accounts.</p> <p><b>Regulation 29</b></p> <p>The financial statements shall be submitted by the Director to the Auditors as soon as possible following the end of each fiscal year and always by 31 March of the following year.</p>	<p>financial year.</p> <p>(c). Audited financial statements signed by the Director are to be submitted to the next meeting of the SPREP Meeting.</p>	
		<p>Deleted</p> <p>Unnecessary Regulation 3 has already set the official currency of SPREP as the USD.</p>
		<p>Deleted</p> <p>Already covered in Regulation 23</p>
		<p>Deleted.</p> <p>Already covered in Regulation 27(d)</p>

**FINANCIAL REGULATIONS**

<u>Current</u>	<u>Proposed</u>	<u>Comments</u>
<p><u>Regulation 3028 – Financing of Assets</u></p> <p>All liabilities in respect of the financing of assets shall be incorporated in the annual Budget estimates and annual financial statements.</p>	<p><u>Regulation 28 – Financing of Assets</u></p> <p>All liabilities in respect of the financing of assets shall be incorporated in the annual Budget estimates and annual financial statements.</p>	<p>No change</p>
<p><u>EXTERNAL AUDIT</u></p> <p><u>Regulation 2934 – Appointment of Auditor(s)</u></p> <p>On the Director's recommendation, the SPREP Meeting shall appoint biennially one or more Auditors in no way connected with the Secretariat on such terms as it sees fit.</p>	<p><u>EXTERNAL AUDIT</u></p> <p><u>Regulation 29 – Appointment of Auditor(s)</u></p> <p>On the Director's recommendation, the SPREP Meeting shall appoint biennially one or more Auditors in no way connected with the Secretariat on such terms as it sees fit.</p>	<p>Minor change to reflect actual practice.</p>
<p><u>Regulation 3230 – Regularity of Audit</u></p> <p>The Auditor shall make annually and at such other times as the SPREP Meeting considers necessary an independent audit in order to certify:</p> <p>(a) that the financial statements are in accord with the books and records of the Secretariat;</p> <p>(b) that the financial transactions reflected in the statements are accurate and in accordance with the rules and regulations, the budgetary provisions and other applicable directives;</p> <p>(c) that the securities and money on deposit and on hand have been verified by certificate received direct from the Secretariat's depositories or by actual count;</p> <p>(d) the accuracy of the records of stores, furniture, equipment and</p>	<p><u>Regulation 30 – Regularity of Audit</u></p> <p>The Auditor shall make annually and at such other times as the SPREP Meeting considers necessary an independent audit in order to certify:</p> <p>(a) that the financial statements are in accord with the books and records of the Agency;</p> <p>(b) that the financial transactions reflected in the statements are accurate and in accordance with the rules and regulations, the budgetary provisions and other applicable directives;</p> <p>(c) that the securities and money on deposit and on hand have been verified by certificate received direct from the Agency's depositories or by actual count;</p>	<p>Appropriate amendments to set this out better and in conformity with similar provisions in other CROP agencies.</p>

**FINANCIAL REGULATIONS**

<u>Current</u>	<u>Proposed</u>	<u>Comments</u>
<p><u>other property of the Secretariat and the adequacy of control exercised thereover.</u></p> <p><u>The Auditors shall:</u></p> <p><u>(a) Conduct their audit each year in accordance with generally accepted international auditing standards;</u></p> <p><u>(b) Prepare a report expressing an opinion as to the fairness of the South Pacific Regional Environment Programme's financial statements; and</u></p> <p><u>(c) Conduct, at the request of the SPREP Meeting, additional specific examinations and submit separate reports on the results of their examinations;</u></p>	<p>d.(d). the accuracy of the records of stores, furniture, equipment and other property of the Agency and the adequacy of control exercised thereover.</p>	
<p><u>Regulation 31 – Assistance to Auditor(s)</u></p> <p><u>The Director shall ensure that the Auditor is supplied with every facility required for the proper discharge of its audit duties and shall respond promptly to any queries that may be raised.</u></p>	<p><b>Regulation 31 – Assistance to Auditor(s)</b></p> <p>The Director shall ensure that the Auditor is supplied with every facility required for the proper discharge of its audit duties and shall respond promptly to any queries that may be raised.</p>	<p><u>Good practice standard required in all CROP agencies.</u></p>
<p><u>Regulation 332 – Scope of Audit Report</u></p> <p>The Auditors, in their report on the accounts certified, shall mention:</p> <p>(a) the extent and character of their examination and any changes in accounting practice;</p> <p>(b) matters affecting the completeness or accuracy of the accounts;</p> <p>(c) the accuracy or otherwise of the supplies and equipment as determined by stocktaking and examination of the records;</p> <p>(d) the adequacy of financial procedures including internal control matters and adherence to the financial regulations;</p>	<p><b>Regulation 32 – Scope of Audit Report</b></p> <p>The Auditors, in their report on the accounts certified, shall mention:</p> <p>(a) the extent and character of their examination and any changes in accounting practice;</p> <p>(b) matters affecting the completeness or accuracy of the accounts;</p> <p>(c) the accuracy or otherwise of the supplies and equipment records as determined by stocktaking and examination of the records;</p> <p>(d) the adequacy of financial procedures including internal</p>	<p><u>No change</u></p>



**FINANCIAL REGULATIONS**

<u>Current</u>	<u>Proposed</u>	<u>Comments</u>
<p>(e) the adequacy of insurance cover for the buildings, stores, furniture, equipment and other property of the South Pacific Regional Environment Programme; and</p> <p>(f) any other matters which should be brought to the notice of the SPREP Meeting.</p>	<p>control matters and adherence to the financial regulations;</p> <p>(e) the adequacy of insurance cover for the buildings, stores, furniture, equipment and other property; and</p> <p>(f) any other matters which should be brought to the notice of the SPREP Meeting.</p>	
<p><b>Regulation 3433 – Submission of Audit Report</b></p> <p>The Auditors shall submit their report to the Director as soon as possible following the end of the fiscal year to which it relates. The Director shall circulate the full report of the Auditors including comments on the financial operations of the South Pacific Regional Environment Programme Secretariat and accounts, together with such remarks as the Director may wish to offer to members, prior to the next SPREP Meeting or Work Programme and Budget Subcommittee</p>	<p><b>Regulation 33 – Submission of Audit Report</b></p> <p>The Auditors shall submit their report to the Director as soon as possible following the end of the fiscal year to which it relates. The Director shall circulate the full report of the Auditors including comments on the financial operations of the Secretariat and accounts, together with such remarks as the Director may wish to offer to members, prior to the next SPREP Meeting.</p>	<p>No change</p>
<p><b>GENERAL PROVISIONS</b></p> <p><b>Regulation 3534 – Renting/Leasing provision</b></p> <p>The Director may enter into contracts and other agreements for the purposes of renting accommodation, office space, storage and any other requirements of the South Pacific Regional Environment Programme Secretariat.</p>	<p><b>GENERAL PROVISIONS</b></p> <p><b>Regulation 34 – Renting/Leasing provision</b></p> <p>The Director may enter into contracts and other agreements for the purposes of renting accommodation, office space, storage and any other requirements of the Secretariat.</p>	<p>No change</p>
<p><b>Regulation 3635 – Scope of Financial Regulations</b></p> <p>These Financial Regulations are to apply to all financial activities of the South Pacific Regional Environment Programme irrespective of the source of funds.</p>	<p><b>Regulation 35 – Scope of Financial Regulations</b></p> <p>These Financial Regulations are to apply to all financial activities of the South Pacific Regional Environment Programme irrespective of the source of funds.</p>	<p>No change</p>

**FINANCIAL REGULATIONS**

<u>Current</u>	<u>Proposed</u>	<u>Comments</u>
<p><u>Regulation 3736 – Powers of Acting Director</u></p> <p>(a)1. When the position of Director is vacant the Director's functions and powers shall be exercised according to the instruction of the Chairperson of the SPREP Meeting and, in the absence of any instruction, by the Deputy Director.</p> <p>(b)2. In the absence from the South Pacific Regional Environment Programme headquarters or during the incapacity of the Director, the powers and responsibilities of the Director as provided in these Regulations shall, during such periods, devolve on the Deputy Director. In the event that the Director and Deputy Director are both absent, an officer of the Director's choice shall be designated Officer-in-Charge with such powers and responsibilities as determined by the Director.</p>	<p><u>Regulation 36 – Powers of Acting Director</u></p> <p>(a). When the position of Director is vacant the Director's functions and powers shall be exercised according to the instruction of the Chairperson of the SPREP Meeting and, in the absence of any instruction, by the Deputy Director</p> <p>(b). In the absence from headquarters or during the incapacity of the Director, the powers and responsibilities of the Director as provided in these Regulations shall, during such periods, devolve on the Deputy Director. In the event that the Director and Deputy Director are both absent, an officer of the Director's choice shall be designated Officer-in-Charge with such powers and responsibilities as determined by the Director.</p>	<p>No change</p>
<p><u>Regulation 3837 – Effective Date of Financial Regulations and Amendments</u></p> <p>(a)1. These Regulations shall enter into force immediately after their approval by the SPREP Meeting.</p> <p>(b)2. Amendments to these Regulations will have immediate effect upon acceptance by the SPREP Meeting.</p>	<p><u>Regulation 37 – Effective Date of Financial Regulations and Amendments</u></p> <p>(a). These Regulations shall enter into force immediately after their approval by the SPREP Meeting.</p> <p>(b). Amendments to these Regulations will have immediate effect upon acceptance by the SPREP Meeting.</p>	<p>No change</p>



## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia

13-16 September 2004

### **Agenda Item 12.5: Palau - Notice of Desire to Accede to the SPREP Agreement**

#### **Purpose of Paper**

1. To update the Meeting on developments with ratifications and accessions to the Agreement Establishing SPREP (1993) and to obtain its views on Palau's request to accede in accordance with Article 10(5).

#### **Background**

2. When the Agreement Establishing SPREP was concluded and signed in Apia on 16 June 1993, Palau was still in the process of negotiation and concluding with the United States of America its Compact of Free Association and political status. It was therefore ineligible to be a signatory to the Agreement and was listed with the territories in Article 3. At the conclusion however of its political status negotiations it and other states not signatory to the Agreement could accede under the provisions of Article 10(5).

4. With the final approval of its Compact of Free Association with the United States, Palau applied and was welcomed into the Pacific Islands Forum in 1995. Palau has been an active and full participant in SPREP and its activities from its formative years.

5. Section 5 of Article 10 provides that "Following the expiry of the period when this Agreement is open for signature, and provided that this Agreement has entered into force, this Agreement shall be open for accession by any State other than those referred to in this Article which, desiring to accede to this Agreement, may so notify the Depositary, which shall in turn notify the Parties. In the absence of a written objection by a Party within six months of receipt of such notification, a State may accede by deposit of an instrument of accession with the Depositary, and accession shall take effect thirty days after the date of deposit".

6. Accordingly, Palau in a Diplomatic Note dated 14 April 2004 informed the Government of Samoa as Depositary of its desire to accede to the Agreement Establishing SPREP (1993) pursuant to Article 10(5). The Government of Samoa notified Parties of Palau's request in a Note dated 26 May 2004. The notices by Palau and Samoa are annexed as Attachment 1. The full text of Article 10 is appended as Attachment 2.

7. Of the original 18 Parties eligible to sign the Agreement, 11 signed on the day it was open for signature and others later. Of these all have ratified and become Parties except for two – the USA and Vanuatu – the UK and Pitcairn having withdrawn in 2002. The USA and Vanuatu might wish to comment on the status of their ratifications.

### **Recommendation**

7. The Meeting is invited to:

- **review** the above information and comment as necessary on Palau's request.

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25 July 2004

4/15/1

Ministry of State  
REPUBLIC OF PALAU



Note No. 021/MS/04

The Ministry of State of the Republic of Palau presents its compliments to the Ministry of Foreign Affairs of the Government of Samoa and has the honor to respectfully request the latter, in its capacity as the Depository Government to the *16 June 1993 Agreement Establishing the South Pacific Regional Environment Programme*, to kindly notify all SPREP members of the Republic of Palau's intention to commence its internal accession process, pursuant to Article 10(5), in order to become a party to the SPREP Agreement. The Ministry of State has further the honor to advise the latter that it plans to attend the Fifteenth SPREP Meeting in Tahiti Nui, French Polynesia from 09-17 September 2004 as a full-fledged member by then.

The Ministry of State of the Republic of Palau avails itself of this opportunity to renew to the Ministry of Foreign Affairs of the Government of Samoa the assurances of its highest consideration.

Koror, REPUBLIC OF PALAU  
14 April 2004





Note No.04/99

The Ministry of Foreign Affairs and Trade of the Independent State of Samoa presents its compliments to the Ministry of State of the Republic of Palau and has the honour to refer to the former's Note No.04/76 of 4 May 2004 pertaining to the Agreement Establishing the South Pacific Regional Environment Programme (SPREP Agreement), copy of which is attached herewith for ease of reference.

The Ministry regrets to advise that an error occurred in its Note No.46/76, and seeks the immediate withdrawal of said Note.

The Ministry once again acknowledges receipt of the Republic of Palau's Note No.021/MS/04 dated 14 April 2004 advising the latter's intention to *commence its internal accession process* in order to become a Party to the SPREP Agreement. In its capacity as Depository of the SPREP Agreement, the Ministry further wishes to advise that the member countries of SPREP have been duly notified of the Republic of Palau's intention in this regard. Pursuant therefore to Article 10(5) of the SPREP Agreement, in the absence of a written objection by a Party within six months of receipt of the Depository's *Notice*, a State may accede to the Agreement by depositing an instrument of accession with the Depository.

The Ministry of Foreign Affairs and Trade of the Independent State of Samoa avails itself of this opportunity to renew to the Ministry of State of the Republic of Palau the assurances of its highest consideration.

26 May 2004, Apia

Ministry of State  
Koror  
REPUBLIC OF PALAU



**AGREEMENT ESTABLISHING THE SOUTH PACIFIC REGIONAL  
ENVIRONMENT PROGRAMME (SPREP)**

*Status of Ratification of the Agreement*

*The SPREP Agreement came into force on 31<sup>st</sup> August 1995 after the deposit of the tenth Instrument of Ratification with the Government of Samoa as the Depository of the Agreement.*

*As of 31 May 2004, fifteen (15) countries have become Party to the Agreement, having so ratified the Agreement, and that no reservations or declarations were made by the signatories or Parties to the Agreement.*

Country	Signature	Ratification/ Accession (A)	Entry into force
Australia	21 September 1993	17 October 1994	31 August 1995
Cook Islands	~	(A) 30 August 1995	30 September 1995
Federated States of Micronesia	10 August 1993	19 January 1995	31 August 1995
Fiji	16 June 1993	12 October 1993	31 August 1995
France	16 June 1993	11 July 1996	11 August 1996
Kiribati	16 June 1993	16 August 1994	31 August 1995
Marshall Islands	16 June 1993	(A) 4 February 2003	6 March 2003
Nauru	16 June 1993	16 March 1994	31 August 1995
New Zealand	10 August 1993	16 December 1993	31 August 1995
Niue	16 June 1993	31 July 1995	31 August 1995
Palau	~		
Papua New Guinea	29 September 1993	7 November 1994	31 August 1995
Samoa	16 June 1993	16 September 1993	31 August 1995
Solomon Islands	16 June 1993	7 March 1996	7 April 1996
Tonga	~	(A) 15 September 1995	16 October 1995
Tuvalu	16 June 1993	17 November 1994	31 August 1995
United Kingdom	16 June 1993		
United States of America	16 June 1993		
Vanuatu	16 June 1993		

Apia, 9 June 2004



## Fifteenth SPREP Meeting of Officials

Pape'ete, French Polynesia

13-16 September 2004

### Agenda Item 12.6: Appointment of Auditor

#### Purpose of Paper

1. To seek the Meeting's approval of the appointment of Auditors, to audit the accounts of SPREP for 2004 and 2005.

#### Background

2. Financial Regulation 31, requires the Meeting to "appoint biennially, one or more Auditors in no way connected with the South Pacific Regional Environment Programme, on such terms as it sees fit".

3. The SPREP Meeting in 1998 decided that the audit tender be advertised locally and regionally. Accordingly, the Secretariat advertised for tenders both locally and regionally for the audit of its 2004 and 2005 accounts.

4. Tender criteria required the firms to demonstrate that they have:

- experience in the audit of similar inter-governmental agencies or similar regional organizations;
- qualified personnel to undertake the audit; profiles of staff involved with the audit must be provided;
- demonstrated in its proposal that it would be able to conduct the audit in a competent and professional manner; and
- competitive quote for the conduct of the assignment

5. Three tender proposals were received, one from Fiji, and two locally. All three tenders satisfied the required criteria regarding personnel and demonstrated well their abilities to conduct the audit in a competent and professional manner. The firms and their relevant backgrounds are as follows:

- (i) Pricewaterhouse Coopers, Lautoka, Fiji, is a branch of one of the world's largest audit professional organizations, and has conducted audits to a number of South Pacific independent, intergovernmental and regional organizations. The audit assignment is expected to completed within 2 weeks.
- (ii) Betham & Co. Apia, Samoa, originally operated under the name of Coopers & Lybrand and maintain an audit reporting/working relationship with other international audit firms and had been the auditors for SPREP for 8 years. It has also conducted audits for other similar regional organizations. The audit assignment is expected to complete within 4 weeks.



- (iii) Lesa ma Penn maintains audit links with KPMG Fiji, Price Waterhouse Coopers, Deloitts Parnell Kerr Forster and Arthur Anderson, some of the well-known auditing firms. It has conducted audits for the Government of Samoa, multinational and regional organisations. The audit will cover 3 visits, one in late September, second week in December and beginning of March when financial statements are completed.

Attached is the analysis of the proposed fees by each firm.

6. The tender quotes from Betham & Co. and Lesa ma Penn has Betham marginally cheaper. In their proposals for the conduct of the audit, Betham intends the audit to be done in a single exercise within a 4 week period. For Lesa ma Penn, their quote covers 3 visits, one in September, the second in December and the final one in March when the statements are completed. These more regular visits are preferred by the Secretariat as it helps with its accountability drive and allows more dialogue with the auditors on the financial administration of the Secretariat and improvements that may be necessary. Lesa ma Penn has just completed their initial two year term as auditors and has picked up momentum and experience with SPREP which the organization would not wish to lose at this time. Betham and Co. had also been the auditors for SPREP for 8 years prior to the appointment of Lesa ma Penn.

### **Recommendation**

- 7. The Meeting is invited to:
  - consider the paper and endorse the appointment of Lesa ma Penn to audit SPREP's 2004 and 2005 financial accounts.

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29 July 2004

## Audit Tender Analysis

Name of Tenderer	2004 Currency	USD	2005 Currency	USD
<b>PricewaterhouseCoopers, Lautoka, Fij</b>	<u>USD</u>		<u>USD</u>	
Fees      Fin. Audit	9,500		9,500	
Fares, accomodation & perdiems,	3,500		3,500	
Licence Fees				
Incidentals (est.)				
VAGST	1,625		1,625	
<b>Total</b>	<b>14,625</b>	<b>\$14,625</b>	<b>14,625</b>	<b>\$14,625</b>
<b>Betham &amp; Co, Apia</b>	<u>SAT</u>	Ex Rate 27/07/04 (0.3451SD)	<u>SAT</u>	Ex Rate 27/7/04 (0.3451USD)
Fees      Fin. Audit	18,000		18,000	
Fares & Accommodation	-		-	
Incidentals (est.)	nil		nil	
VAGST	0		0	
<b>Total</b>	<b>18,000</b>	<b>\$5,580</b>	<b>18,000</b>	<b>\$5,580</b>
<b>Lesama Penn</b>	<u>SAT</u>		<u>SAT</u>	
Fees      Fin. Audit	17,500		18,500	
Fares & Accommodation	-		-	
Incidentals (est.)	500		500	
VAGST	2,250		2,375	
<b>Total</b>	<b>20,250</b>	<b>\$6,278</b>	<b>21,375</b>	<b>\$6,626</b>