

**15TH MEETING  
COMMITTEE OF REPRESENTATIVES OF  
GOVERNMENTS**

**AND**

**ADMINISTRATIONS (CRGA)**

**OCTOBER 22 - 25, 1991**

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***WORKING AND INFORMATION PAPERS***

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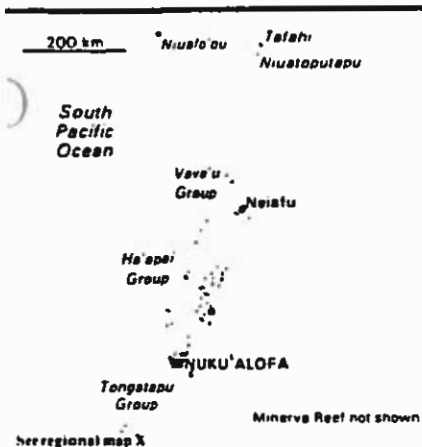
**NUKU'ALOFA, TONGA**

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*Country Profile*

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# Tonga



## Geography

**Total area:** 748 km<sup>2</sup>; land area: 718 km<sup>2</sup>  
**Comparative area:** slightly more than four times the size of Washington, DC  
**Land boundaries:** none  
**Coastline:** 419 km  
**Maritime claims:**  
*Continental shelf:* no specific limits  
*Extended economic zone:* 200 nm  
*Territorial sea:* 12 nm  
**Climate:** tropical; modified by trade winds; warm season (December to May), cool season (May to December)  
**Terrain:** most islands have limestone base formed from uplifted coral formation; others have limestone overlying volcanic base  
**Natural resources:** fish, fertile soil  
**Land use:** 25% arable land; 55% permanent crops; 6% meadows and pastures; 2% forest and woodland; 2% other  
**Environment:** archipelago of 170 islands (16 inhabited); subject to cyclones (October to April); deforestation  
**Location:** located about 2,250 km north-northwest of New Zealand, about two-thirds of the way between Hawaii and New Zealand

## People

**Population:** 101,313 (July 1990), growth rate 0.9% (1990)  
**Birth rate:** 27 births/1,000 population (1990)  
**Death rate:** 7 deaths/1,000 population (1990)  
**Net migration rate:** -11 migrants/1,000 population (1990)  
**Infant mortality rate:** 24 deaths/1,000 live births (1990)  
**Life expectancy at birth:** 65 years male, 61 years female (1990)  
**Total fertility rate:** 3.9 children born/woman (1990)

**Nationality:** noun—Tongan(s); adjective—Tongan

**Ethnic divisions:** Polynesian; about 300 Europeans

**Religion:** Christian; Free Wesleyan Church claims over 30,000 adherents

**Language:** Tongan, English

**Literacy:** 90-95%; compulsory education for children ages 6 to 14

**Labor force:** NA; 70% agriculture; 60% engaged in mining

**Organized labor:** none

## Government

**Long-form name:** Kingdom of Tonga

**Type:** hereditary constitutional monarchy

**Capital:** Nuku'alofa

**Administrative divisions:** three island groups; Ha'apai, Tongatapu, Vava'u

**Independence:** 4 June 1970 (from UK; formerly Friendly Islands)

**Constitution:** 4 November 1875, revised 1 January 1967

**Legal system:** based on English law

**National holiday:** Emancipation Day, 4 June (1970)

**Executive branch:** monarch, prime minister, deputy prime minister, Council of Ministers (cabinet), Privy Council

**Legislative branch:** unicameral Legislative Assembly

**Judicial branch:** Supreme Court

**Leaders:** *Chief of State*—King Taufa'ahau TUPOU IV (since 16 December 1965);

*Head of Government*—Prime Minister Prince Fatafehi TU'IPLEHAKE (since 16 December 1965)

**Political parties and leaders:** none

**Suffrage:** all literate, tax-paying males and all literate females over 21

**Elections:** *Legislative Assembly*—last held 14-15 February 1990 (next to be held NA February 1993); results—percent of vote

NA; seats—(29 total, 9 elected) 6 pro-reform, 3 traditionalist

**Communists:** none known

**Member of:** ACP, ADB, Commonwealth, FAO, ESCAP, GATT (de facto), IFAD, ITU, SPF, UNESCO, UPU, WHO

**Diplomatic representation:** Ambassador Siosaia Ma'Ulupekotofa TUITA resides in London; US—the US has no offices in Tonga; the Ambassador to Fiji is accredited to Tonga and makes periodic visits

**Flag:** red with a bold red cross on a white rectangle in the upper hoist-side corner

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## Communications

**Highways:** 198 km sealed road (Tongatapu); 74 km (Vava'u); 94 km unsealed roads usable only in dry weather

**Ports:** Nukualofa, Neiafu, Pangai

**Merchant marine:** 6 ships (1,000 GRT or over) totaling 37,249 GRT/50,116 DWT; includes 2 cargo, 1 roll-on/roll-off cargo,

2 container, 1 liquefied gas

**Civil air:** no major transport aircraft

**Airports:** 6 total, 6 usable; 1 with permanent-surface runways; none with

**Airports:** 6 total, 6 usable; 1 with permanent-surface runways; none with

## Economy

**Overview:** The economy's base is agriculture, which employs about 70% of the labor force and contributes 50% to GDP. Coconuts, bananas, and vanilla beans are the main crops and make up two-thirds of exports. The country must import a high proportion of its food, mainly from New Zealand. The manufacturing sector accounts for only 10% of GDP. Tourism is the primary source of hard currency earnings, but the island remains dependent on sizable external aid and remittances to sustain its trade deficit.

**GDP:** \$86 million, per capita \$850; real growth rate 3.6% (FY89 est.)

**Inflation rate (consumer prices):** 8.2% (FY87)

**Unemployment rate:** NA%

**Budget:** revenues \$54.8 million; expenditures \$56.2 million, including capital expenditures of \$16.9 million (FY88 est.)

**Exports:** \$9.1 million (f.o.b., FY88 est.); *commodities*—coconut oil, desiccated coconut, copra, bananas, taro, vanilla beans, fruits, vegetables, fish; *partners*—NZ

54%, Australia 30%, US 8%, Fiji 5% (FY87)

**Imports:** \$60.1 million (c.i.f., FY88 est.); *commodities*—food products, beverages and tobacco, fuels, machinery and transport equipment, chemicals, building materials; *partners*—NZ 39%, Australia 25%, Japan 9%, US 6%, EC 5% (FY87)

**External debt:** \$31.8 million (1987)

**Industrial production:** growth rate 15% (FY86)

**Electricity:** 5,000 kW capacity; 8 million kWh produced, 80 kWh per capita (1989)

**Industries:** tourism, fishing

**Agriculture:** dominated by coconut, copra, and banana production; vanilla beans, cocoa, coffee, ginger, black pepper

**Aid:** US commitments, including Ex-Im (FY70-87), \$15 million; Western (non-US) countries, ODA and OOF bilateral commitments (1970-87), \$220 million

**Currency:** pa'anga (plural—pa'anga); 1 pa'anga (T\$) = 100 seniti

**Exchange rates:** pa'anga (T\$) per US\$1—1.23 (FY89 est.), 1.37 (FY88), 1.51 (FY87), 1.43 (FY86), 1.30 (FY85)

**Fiscal year:** 1 July-30 June

**runways over 3,659 m:** 1 with runways 2,440-3,659; 1 with runways 1,220-2,439 m

**Telecommunications:** 3,529 telephones; 66,000 radio receivers; no TV sets; stations—1 AM, no FM, no TV; 1 Pacific Ocean INTELSAT earth station

**Defense Forces**

**Branches:** Land Force, Maritime Force

**Military manpower:** NA

**Defense expenditures:** NA

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**V.**

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***PROVISIONAL AGENDA***

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**SOUTH PACIFIC COMMISSION**

**S.P. DS  
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NEW CALEDONIA**

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SOUTH PACOM\* NOUMEA  
TELEPHONE 26 20 00  
TELEX 3138 NM SOPACOM  
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**COMMISSION DU PACIFIQUE SUD**

**BOITE POSTALE DS  
NOUMEA CEDEX  
NOUVELLE-CALÉDONIE**

**ADRESSE TELEGRAPHIQUE  
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**In reply, please quote  
PLEASE ADDRESS REPLY TO  
THE SECRETARY-GENERAL**

**SPC 10/31/1**

**14 June 1991**

**IDENTICAL LETTER TO REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS**

**Dear Representative,**

**Provisional Agenda for the Fifteenth Meeting of Committee of Representatives  
of Governments and Administrations  
(Nuku'alofa, Tonga 22-25 October 1991)**

Attached please find a copy of the Provisional Agenda for the Fifteenth Meeting of the Committee of Representatives of Governments and Administrations which is scheduled to be held in Nuku'alofa, Tonga from 22-25 October 1991.

Should you wish to add other items and/or have comments to make on the Provisional Agenda, I would appreciate receiving them by 1 August 1991 together with supporting documentation including working papers on items for circulation to all SPC members.

  
**Atanraol Baiteke  
Secretary-General**

**Attach.**

**Original: English**

**\*\*\* A SPECIAL SESSION OF THE SPREP INTERGOVERNMENTAL MEETING WILL  
BE HELD AT NUKU'ALOFA, TONGA ON THURSDAY AFTERNOON, OCTOBER  
24, 1991**

**PLEASE REFER TO M 2 FOR SPREP CIRCULAR NO. 11 FOR MORE INFORMATION  
ON THE PROPOSED MEETING**

**RESTRICTED**

SPC/CRGA 15/Provisional Agenda (Closed Session)  
3 June 1991

ORIGINAL: ENGLISH

**SOUTH PACIFIC COMMISSION**

**FIFTEENTH MEETING OF THE COMMITTEE  
OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS**  
(Nuku'alofa, Tonga, 22-25 October 1991)

**P R O V I S I O N A L   A G E N D A**

Chairman: Representative of the Marshall Islands

Vice-Chairman: Representative of Nauru

1. Adoption of Agenda
2. Election of Drafting Committee
3. Hours of Work
4. Report on Action Taken on the Report of the Fourteenth Meeting of the Committee of Representatives of Governments and Administrations held in Noumea, New Caledonia, 27-31 May 1991
5. Finance
  - A. Review of Expenditure under the 1990 Budget.
  - B. Report of Auditors and Financial Statements for 1990.
  - C. Proposal to Increase Administrative Fee on Extra-budgetary funds
6. Staffing and Administration
  - A. Staff Rules and Regulations Matters.
    - (i) Staffing Matters
    - (ii) Changes to the Staff Rules
  - B. Official Vehicles

7. Review of SPC Management Systems
  8. Appointment of Sub-Committee on Admission of New Members of the South Pacific Commission
  9. SPC Headquarters Building
    - (i) Reconstruction of South Pacific Commission Headquarters
    - (ii) Office Accommodations Issues
  10. Recommendations of the Regional Seminar for Pacific Youth, Pago Pago, American Samoa, 17-21 June 1991.
  11. Recommendations of the Twenty Third Regional Technical Meeting on Fisheries, Noumea, New Caledonia, 5-9 August 1991
  12. Recommendations of the Regional Workshop on Coconut Processing Technologies, Suva, Fiji, 22-26 July 1991.
  13. Report of the Fourth Intergovernmental Meeting on the South Pacific Regional Environment Programme, Noumea, New Caledonia, 8-12 July 1991.
  14. Report of the SPREP Action Plan and Meeting of the Contracting Parties (Noumea Convention), Noumea, New Caledonia 15-17 July 1991
  15. Report of the Eighth Regional Training Course on Drug Identification and and Concealment Methods, Noumea, New Caledonia 19-23 August 1991
  16. Recommendations of the Seminar on Land Rights, Suva, Fiji, 2-3 September 1991
  17. Recommendations of the Regional Seminar on Plant Pathologist, Suva, Fiji, 4-6 September 1991
  18. Revised Provisional Agenda for the Thirty-First South Pacific Conference
  19. Appointment of Secretary-General
  20. Other Business
  21. Adoption of the Report
-

***NOMINATIONS FOR THE POST OF  
SECRETARY-GENERAL***

5-  
Miki

FRONT DE LIBERATION NATIONALE KANAK SOCIALISTE  
8, rue Gambetta 1ère Vallée du Tir Nouméa Nouvelle-Calédonie  
Téléphone: (687) 27 14.95/27.76.30 • Télécopie: (687) 27.85.57

*Présidence du FLNKS*

Nouméa, 14 October 1991

Office of the Governor  
Government of Guam  
P.O. Box 2950 Agaña  
Guam 96910

To the Attention of:  
Mr Peter Leon-Guerrero  
Director of Planning

NIRkf: PN/AN/82-91

Dear Sir,

Mr Jacques Iekawe has been put forward as a candidate of the Territory of New Caledonia for the position of General Secretary of the South Pacific Commission.

Mr Iekawe is a high ranked civil servant of the French State and, in this capacity, has represented France within the Pacific region.

It is absolutely clear that this candidature, if successful, would mean that Mr Iekawe would become an official of international status in the service purely of the member states.

The FLNKS, after consultations with the person concerned, is of the opinion that this candidature could allow Kanaky for the first time, to better taken into account through the South Pacific Commission and through the personality of a kanak.

It seemed to me to be useful to make you aware of the interest of the Territory in this candidature and of the thinking of the FLNKS.

I remain,

Yours faithfully.

Président du FLNKS.  
J. J. J.



South Pacific Commission  
FAX Number (687) 26.38.18  
Noumea, New Caledonia

Commission du Pacifique Sud  
Numero de FAX (687) 26.38.18  
Nouméa (Nouvelle-Calédonie)



**F A X M E S S A G E**

*W. J. M. J. J.*

FAX No.: (674) 477-4826 Guam

No. of Pages: ..... (Including this one)

To:

From: Mr Peter Leon-Guerrero  
Atanraoi Baiteke, Secretary-General, SPC  
Date: 2nd October 1991

File: STF 5/3 .....  
SPC 10/31/1

Subject: ~~NOMINATIONS FOR THE POST OF SECRETARY-GENERAL~~

Message:

Dear Mr Leon-Guerrero

Attached please find an advanced copy of the working paper SPC/CRGA 15/WP.26, concerning nominations for the post of Secretary-General.

The advanced copy of this working paper is being distributed by fax to all member countries so as to enable Representatives to be appropriately briefed on this matter prior to the departure for the Conference. Copies of this working paper will also be available to Representatives at CRGA upon their arrival in Tonga.

I look forward to forthcoming CRGA and Conference and the opportunity to discuss this matter with you.

Yours sincerely

Atanraoi Baiteke  
Secretary-General

Attach.



**RESTRICTED**

**SPC/CRGA 15/WP.26 (Closed Session)  
19 September 1991**

**ORIGINAL: ENGLISH**

**SOUTH PACIFIC COMMISSION**

**FIFTEENTH MEETING OF THE COMMITTEE OF THE REPRESENTATIVES  
OF GOVERNMENTS AND ADMINISTRATIONS  
(Nuku'alofa, Kingdom of Tonga, 22–25 October 1991)**

**APPOINTMENT OF SECRETARY-GENERAL  
(Paper presented by the Secretariat)**

**BACKGROUND**

1. The term of office of Mr Atanraoi Baiteke OBE, Secretary-General of the South Pacific Commission, will expire on 12 June 1992. It is therefore necessary for CRGA 15 to recommend to the Thirty-first (1991) South Pacific Conference, a nomination for the post of Secretary-General so as to enable that person to take up the appointment on 13 June 1992.

**PRESENT POSITION**

2. The approved procedures for the nomination of principal officers of the South Pacific Commission, as formally adopted by the Nineteenth South Pacific Conference (Annex III to its Report) are as follows:

*'B. Procedures for Nominations of Principal Officers of the Secretariat*

*[12]. The Committee adopted the following:*

*Taking into account the views of the Seventeenth South Pacific Conference that procedures for nominating candidates for posts of Principal Officers in the Commission Secretariat should ensure:*

- (a) that the highest degree of consensus is reached in nominating candidates;*
- (b) that the candidates are considered fully in relation to the criteria which have been endorsed by the Conference (Report of the Seventeenth South Pacific Conference, Annex V);*
- (c) that the Secretary-General of the Commission has a more direct part to play in the nomination of candidates; and*
- (d) that in nominating candidates full regard is paid to the wish of the Conference that preference be given to candidates from within the region who are suitably qualified to fill senior positions in the Commission Secretariat;*

*the Committee*

Reaffirmed the view of the Seventeenth South Pacific that when senior posts in the Commission fall vacant, Island Governments should be ready to make available suitable candidates from Government services, and should also bring the vacancies to the attention of the private sector in their countries;

Recommended to the Nineteenth South Pacific Conference that the functions of Secretary-General in relation to the appointments of Principal Officers should be to:

- (a) *advise Participating Governments by Identical Letter of a resignation or continuation in office by a principal officer;*
- (b) *circulate nominations made by Participating Governments;*
- (c) *refer applications received direct by the Secretary-General to the relevant Participating Government for action by that Government;*
- (d) *circulate applications made by staff members in accordance with Staff Regulation 15;*
- (e) *draw up contracts for candidates appointed in accordance with the instructions laid down in the proceedings of the Session (now Committee of Representatives of Governments and Administrations/Conference at which the appointment was made;*
- (f) *comment to the Committee on the suitability of individual nominations where known, especially to reflect the geographical and linguistic situation of the region.'*

3. Under the Rules of the Committee of the Representatives of Governments and Administrations, one of the functions of the Committee of the Representatives of Governments and Administrations, as defined in paragraph 2 of those rules, is to nominate the principal officers of the Commission.

4. Under paragraph 21 of the Rules:

- (a) *The Committee shall make every effort to reach agreement on matters, other than the procedural matters, by way of consensus and there shall be no voting on such matters until all efforts at consensus have been exhausted.*
- (b) *Each Representative or Alternate shall have one vote.*
- (c) *Procedural matters shall be decided by a majority of votes cast.*
- (d) *Any change in the scale of assessment having the effect of increasing the proportional contribution by a member Government or Administration shall require the consent of that member.*

(e) All matters except as provided for in sub-paragraphs (c) and (d) of paragraph but including whether a matter is procedural shall be decided by affirmative vote of two thirds of all representatives present.

(f) An abstention shall not count as a vote.

5. Nominations for appointment to the post of Secretary-General of the South Pacific Commission were called for in the Secretary-General's identical letter to members of Committee of Representatives of Government and Administrations (reference STF 5/3-CONFIDENTIAL of 20 February 1991). To date the following nominations have been received.

Kingdom of Tonga  
Government of Tuvalu  
Territory of New Caledonia  
Staff Applicant

Mr Sione Kite  
The Honourable Kamuta Latasi, OBE  
Mr Jacques Iekawé  
Mrs Hélène Courte

6. The letter from the Prime Minister of Tonga, nominating Mr Kite and a copy of Kite's Curriculum Vitae were circulated in the Secretary-General's identical letter to Representatives of Governments and Administrations Ref. STF 5/3-CONFIDENTIAL of April 1991.

7. The letter from the Government of Tuvalu, nominating The Honourable Kamuta Latasi and a copy of Mr Latasi's Curriculum Vitae were circulated in the Secretary-General's identical letter to Representatives of Governments and Administrations Reference STF 5/3-CONFIDENTIAL of 20 May 1991.

8. The letter from the French High Commissioner to New Caledonia nominating Jacques Iekawé was circulated in the Acting Secretary-General's identical letter to Representatives of Governments and Administrations Reference STF 5/3-CONFIDENTIAL of August 1991.

9. Mr Iekawé's Curriculum Vitae and the covering letter signed jointly by M. Loueckhote, President of the Congress of the Territory and Council Member of the Islands Province; Mr Jacques Lafleur, Deputy in French National Assembly and President of South Province; Mr Richard Kaloi, President of the Loyalty Province and Member of Congress; and Mr Léopold Jorédie, President of the North Province and member of the Congress were circulated in the Secretary-General's identical letter to Representatives of Governments and Administrations Reference STF 5/3 CONFIDENTIAL of 13 September 1991.

10. Mrs Courte's application and Curriculum Vitae were circulated in the Secretary-General's identical letter to Representatives of Governments and Administrations Reference STF 5/3 CONFIDENTIAL of 18 September 1991.

## ACTION

9. CRGA is invited to consider the nominations for the post of Secretary-General and recommend to the Thirty-first South Pacific Conference a nominee for this post.

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***IDENTICAL LETTER***

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***Nomination***  
***by the Territory of New Caledonia***  
***for the***  
***Post of Secretary-General***

SOUTH PACIFIC COMMISSION

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COMMISSION DU PACIFIQUE SUD

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In reply, please quote

PLEASE ADDRESS REPLY TO  
THE SECRETARY-GENERAL

STF 5/3-CONFIDENTIAL

1 August 1991

Office of the Governor  
Government of Guam  
PO Box 2950  
AGANA  
Guam 96910

CONFIDENTIAL

IDENTICAL LETTER TO REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS

Dear Representative

Nomination by the Territory of New Caledonia for the post of Secretary-General

With reference to the Secretary-General's Identical Letter of 20 February 1991, calling for nominations for the position of Secretary-General of the South Pacific Commission, I attach herewith a copy of the letter dated 31 July 1991 received from the French High Commissioner for New Caledonia submitting the Territory of New Caledonia's nomination for the post of the Secretary-General.

Yours sincerely

Hélène Courte  
Acting Secretary-General

Attach.

(Translation : DELEGATE.TRN  
1/8/91 RB.lt)

The Government Delegate  
for New Caledonia and  
the Islands of Wallis and  
Futuna

---

High Commissioner for  
the Republic in  
New Caledonia

No.194

Noumea, 31st July 1991

Mr Atanraol Baiteke  
Secretary-General  
South Pacific Commission

Dear Secretary-General

On behalf of the Territory of New Caledonia, it is my honour to nominate Mr Jacques Iekawe for the position of Secretary-General of the South Pacific Commission, when that office next falls due for reappointment.

Yours most sincerely

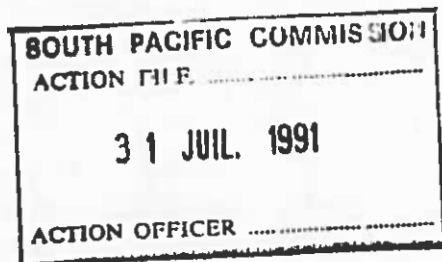
Alain Christnacht

LE DELEGUE DU GOUVERNEMENT  
POUR LA NOUVELLE CALEDONIE ET  
LES ILES WALLIS ET FUTUNA

HAUT COMMISSAIRE DE LA REPUBLIQUE  
EN NOUVELLE CALEDONIE

N° 194

NOUMEA, LE 31 JUIL. 1991



Monsieur le Secrétaire Général,

Au nom du Territoire de  
Nouvelle-Calédonie, j'ai l'honneur de proposer la  
candidature de Monsieur Jacques IEKAWÉ pour le  
poste de Secrétaire Général de la Commission du  
Pacifique Sud, au prochain renouvellement de  
celui-ci.

Je vous prie d'agréer, Monsieur le  
Secrétaire Général, l'expression de ma haute  
considération.

  
Alain CHRISTNACHT

Monsieur Atanraoï BAITEKE

Secrétaire Général  
de la Commission du Pacifique Sud



CONSULAT GÉNÉRAL DE FRANCE

A  
HONOLULU

HONOLULU, LE September 10, 1991

TELEX : (723) 8129  
FACS : (808) 599 4751

TO : Government of the Territory of Guam  
Agana

ATTENTION : Mrs. Lourdes PANGELINAN  
Special Assistant to the Governor  
-----

FROM : Babou KAMICHETTY  
Acting Consul General

TELEPHONE : (808) 599 4458

This transmission consists of 8 pages (including this page).

Ref: Candidature of Mr. Jacques IEKAWE to the post of  
general secretary of the South Pacific Commission :

- resume of Mr. IEKAWE : for your information, following  
our recent conversation by phone ./.

*Bonjour Lou !*

*Please let me know as quickly as possible  
the position of the Government of the Territory of  
Guam on this candidature.*

*Amicalement*  
*B. Kamichetty*

**SOUTH PACIFIC COMMISSION**

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NEW CALEDONIA

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In reply, please quote  
PLEASE ADDRESS REPLY TO  
THE SECRETARY-GENERAL

STF 5/3 - CONFIDENTIAL

13 September 1991

**IDENTICAL LETTER TO REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS**

Office of the Governor  
Government of Guam  
PO Box 2950  
AGANA  
Guam 96910

Attention: Mr Peter Leon-Guerrero  
Director of Planning



Dear Representative

Nomination by the Territory of New Caledonia for the post of Secretary-General

I refer to the then Acting Secretary-General's identical letter to Representatives of Governments and Administrations dated 1 August 1991 concerning the nomination by the Territory of New Caledonia of Mr Jacques Iékawé for the post of Secretary-General.

Attached please find a copy of Mr Iékawé's Curriculum vitae together with a letter of support for his nomination signed by Mr Simon Loueckhote, President of the Congress of the Territory of New Caledonia, Council Member of the Loyalty Islands Province, Mr Jacques Lafleur, Deputy in French National Assembly, President of the Southern Province, Mr Richard Kaloi, President of the Loyalty Islands Province, Member of the Congress and Mr Leopold Jorédié, President of the Northern Province, Member of the Congress.

Yours sincerely

Atanraoi Baiteke  
Secretary-General

Attach.



Sir,

We, elected representatives of the Territory and of the Provinces of New Caledonia, hereby convey to the General Secretariat of the South Pacific Commission, for transmission to the governments of the Commission's member countries and territories, the biography of Mr Jacques IEKAWE, candidate for the post of Secretary General of the Commission.

Mr IEKAWE is the candidate presented by New Caledonia and we fully support his candidature for this post.

We wish to take this opportunity to stress that we feel that his professional experience and his personal qualities are entirely in keeping with the responsibilities for which he offers himself.

We are, Sir,

Yours faithfully,

Simon LOUECKHOTE  
President of the Congress  
of the Territory  
Council Member of the  
Loyalty Islands Province

Jacques LAFLEUR  
Deputy in French National  
Assembly  
President of the South  
Province

Richard KALOI  
President of the Loyalty  
Province  
Member of the Congress

Léopold JOREDIE  
President of the North  
Province  
Member of the Congress

Mr Atanraoi BAITKE  
Secretary General of the South  
Pacific Commission - NOUMEA

## C U R R I C U L U M     V I T A E

SURNAME :        IEKAWÉ

FIRST NAMES :   Jacques, Ieneic

DATE AND PLACE OF BIRTH : 10 april, 1946, NOUMÉA

FAMILY SITUATION : Comes from TIGA (New Caledonia), the smallest of the Loyalty Islands, son of IEKAWÉ Gope Laguisse, former Territorial Councillor and deacon in the Protestant church.

Married to Sijone HAEWENG.

Has 5 children : Bruno        (17 years)  
                         Gilles        (15 years)  
                         Christina (10 years)  
                         Anthony    ( 5 years)  
                         Nathalie   (4 months)

### EDUCATION AND TRAINING :

Primary schooling at Protestant school and the F. SURLEAU State school in NOUMÉA

1958-1964 : Secondary schooling at Lycée La Pérouse, NOUMÉA

1965-1969 : Institut d'Etudes Politiques (Institute of political science), BORDEAUX, France and Faculty of Law of University of BORDEAUX

DIPLOMAS : Master's degree in public law  
              Diploma of the Institut d'Etudes Politiques (Economics section)  
              Bachelor's degree in applied sciences.

DECORATION : Ordre National du Mérite (French National Order of Merit)

**PROFESSIONAL EXPERIENCE :**

1990 : Prefect Delegate responsible for Regional Cooperation and Economic Development since 01 March. In his capacity as Prefect (one of the highest grade in the French administrative service), Mr. IEKAWE co-ordinates the Territory's activities in the field of cooperation with all countries of the region, principally as regards trade and commerce, research, education and training. He has thus had occasion, in the course of the various visits that he has made to the countries and territories of the South Pacific to learn about their actual situation at first hand and to help promote trade and cultural exchanges with some of them. Furthermore, he co-ordinates the activities of the departments and institutions involved in economic development work, especially that being done in rural areas and the Islands.

1988 : Secretary General of New Caledonia from 1st July. In this post, he directed the work of all Territorial (6,800 public servants and officials) and French Government departments (900 public servants and officials) in the Territory.

1987 : Head of the Department of General Administration of "SLN", the nickel mining company, from January 1987 to July 1988. SLN is the leading enterprise in New Caledonia ; it employs 1,967 people and all exports of processed nickel ore from the Territory are done by SLN. While with the company, Mr. IEKAWE was responsible for its administrative organization, for the legal and tax department, for contracts, management and re-organization of internal structures of the company.

1986 : Training attachment in France at SLN, from January to December.

During his period at SLN, he attended refresher courses in financial analysis at the "Ecole Supérieure de Commerce" (higher school of commerce), PARIS, and courses on organizing and conducting meetings and accounting and practical courses in the establishments of the ELF-AQUITAINE Petroleum products Group and the "chemical products" subsidiary companies.

1985 : Appointed Sub-Prefect in January.

1983 : Member of the Board of Directors of the "Office Culturel". This institution was the forerunner of the present Agency for the Development of Kanak Culture, and its objective was to obtain recognition for the specificity of Melanesian traditional culture, and to encourage its dissemination both abroad and among the other communities living in the Territory.

1982 : Secretary General of the Government Council, from July 1982 to December 1985.

As Secretary General, Mr. IEKAWÉ's functions included preparing draft decisions and resolutions for submission to the Government Council, the executive body of the Territory of which Jean-Marie TJIBAOU was Vice-President, and ensuring their follow-up.

Deputy Secretary General of New Caledonia from January 1982 to December 1985, responsible in particular for development questions.

1981 : Director of the Festival of Pacific Arts as from November, and responsible for preparing the Festival of Arts following several visits to countries of the region.

Chairman of the Board of Directors of "SICNC", New Caledonian real estate management and building society.

1977 : Director of "SICNC" : real estate management and building society.

Head of Department of Development and Fundamental Education from April 1977 to 1982. This department gave assistance in the preparation of dossiers, the management and follow-up of investments, particularly in respect of fishing, agriculture and non-industrial businesses and, furthermore, it was required to develop social and health education programmes for tribal village environments (i.e. teaching awareness and prevention of diseases, better hygiene, improving the quality of life of the community, etc.).

General rapporteur and spokesman for the "FADIL" (Fund for aid to the development of rural areas and the islands), the first fund established to promote formation of small-scale and rural enterprises in Melanesian communities, by assisting in the purchase of equipment.

1975 : Co-organiser, with Jean-Marie TJIBAOU, of MELANESIA 2000, the first Melanesian festival, whose objective of enabling the other ethnic components of the Territory to discover or to acquire a better understanding of the Kanak traditional environment was fully attained (several thousand visitors).

1973 : Assistant to Head of Department of Studies and Legislation, in which capacity he was responsible for the Territory's legal and administrative claims dossiers and also for the drafting of regulations ; he also served as legal adviser to the Territory's Executive.

In charge of New Caledonian delegation to the Festival of Pacific Arts held in SUVA, FIDJI.

1972 : Head of Administration (highest grade in the Territory's administrative service), following a competitive examination.

1970 : Administrative attaché.

Has replaced, during their temporary absences, the Head of the Department of Finance, of General Administration, of Social Affairs and the Head of the East Administrative Subdivision.

Chairman of the Board of Directors of the following :

. Caledonian Investment Bank (BCI), a territorial development bank whose purpose is the financing of capital investment programmes proposed by individuals or by industrial or commercial companies, by means of four types of action : real estate promotion, modernization of the production system, assistance to households for acquisition of capital goods, and aid to public communities. In 1990, the BCI granted more than a thousand loans amounting to a total of 7,200 million CFP francs (364 for housing and 384 in the production sector).

. Caledonian Institute for Shareholding (ICAP), established as a result of the Matignon Accords, for the purpose of assisting principally Melanesians to constitute and develop companies and undertakings outside Noumea, by purchasing shares in their capital stock and if need be, by making cash advances. ICAP is required to prepare the documents for the constitution of such companies, draw up their forecast trading account and monitor their progress, and also give assistance with their management.

After a few years operation and as soon as the trading profits of the companies assisted in this way are sufficient, ICAP sells them its shareholding.

Since 1990, ICAP has contributed to the formation of 51 companies, 24 of which are in the North Province, 15 in the Islands Province and 12 in the South Province (outside NOUMEA).

Member of the Board of Directors of :

. AIR CALEDONIE (domestic airline), which links NOUMEA to the main centres of the North Province (KONE, TOUHO, KOUMAC, BELEP) and of the Islands Province (LIFOU, OUEVA, MARE and TIGA) by regular flights daily of several times a week.

. AIR CALEDONIE INTERNATIONAL (regional airline), which is helping to lessen New Caledonia's isolation by providing regular links with Australia (BRISBANE, MELBOURNE, SYDNEY), Vanuatu, Fiji, Wallis and Futuna and French Polynesia.

. SOCIETE IMMOBILIERE DE NOUVELLE-CALEDONIE (SIC) (New Caledonian real estate company), whose principal activity is to develop housing, especially low-cost housing, in NOUMEA and in rural areas.

. DESTINATION NOUVELLE-CALEDONIE, and Economic Interest Grouping responsible for promoting the tourism policy of the Territory

. AGENCY FOR RURAL DEVELOPMENT AND LANDS (ADRAF), whose purpose is to redistribute some lands to Melanesian communities primarily, and to participate in agro-pastoral development. The Agency has effected the re-allocation of 25,883 hectares (63,808 acres) of land to Kanak tribal villages and set up projects creating agricultural activities (growing coffee, fruit, rice, market garden crops) with a view to moving beyond the subsistence farming stage.

. ENERCAL (transport and distribution of electric power in most communes and districts of the Territory)

. AGENCY FOR THE DEVELOPMENT OF KANAK CULTURE (ADCK), of which Mrs. Marie-Claude TJIBAOU is the President. The Agency, created by the statutory law of 1988 following the Matignon Accords, is a public undertaking whose aim is enhancement of the value of the Kanak cultural heritage by works and processes of conservation, of creation and dissemination (e.g. itinerant exhibitions, preparation of teaching materials, aids for artistic creation) both within the Territory and abroad.



#### ATTENDANCE AT INTERNATIONAL CONFERENCES

Mr. Jacques IEKAWE has participated in many conferences, especially those organized by the South Pacific Commission, either as head of the New Caledonian delegation, or as a participant or observer ; they have included meetings of the Committee of Representatives of Governments and Administrations (CRGA), the South Pacific Conference, and certain technical meetings.

Furthermore, he has taken part, at the invitation of the Pacific Forum Fisheries Agency, in regional negotiations connected with that Agency's work.

He has also participated in the negotiation of fishing agreements, as delegate for the Territory of New Caledonia (Franco-Japanese agreement) and as Head of the French Delegation (Franco-American agreement).

#### Other functions :

Mr. IEKAWE was a monitor at the Protestant Sunday School. He also, in addition to his official duties, taught legal subjects to students preparing for the "Capacité en droit" examination (certificate entitling holder to practise in some junior branches of the legal profession).

He also taught at the Territorial School of Nursing and at the Administrative staff training centre.

He has been a member of various Territorial sports teams (football, triple jump, long jump).

***Nomination by the  
Government of Tuvalu  
for the  
Post of Secretary- General***

SOUTH PACIFIC COMMISSION

B.P. D5  
NOUMEA CEDEX  
NEW CALEDONIA

CABLE ADDRESS  
"SOUTHACOM" NOUMEA  
TELEPHONE 26 20 00  
TELEX 3139 NM SOPACOM  
FAX (687) 26 38 18

COMMISSION DU PACIFIQUE SUD

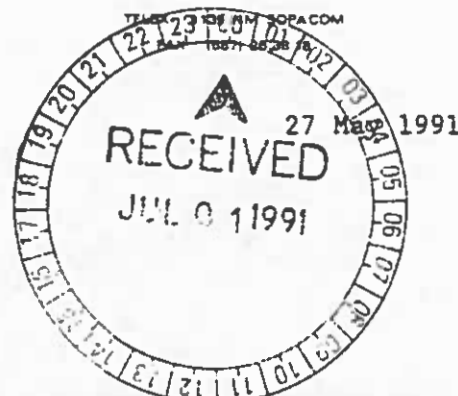
BOITE POSTALE D5  
NOUMEA CEDEX  
NOUVELLE-CALÉDONIE

ADRESSE TELEGRAPHIQUE  
"SOUTHACOM" NOUMEA  
TELEPHONE 26 20 00  
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FAX (687) 26 38 18

In reply, please quote  
PLEASE ADDRESS REPLY TO  
THE SECRETARY-GENERAL

STF 5/3 - CONFIDENTIAL

CONFIDENTIAL



IDENTICAL LETTER TO REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS

Dear Representative

**Nomination by the Government of Tuvalu for the post of Secretary-General**

With reference to my Identical Letter of 20 February 1991, calling for nominations for the position of Secretary-General of the South Pacific Commission, I attach herewith a copy of letter dated 10 April 1991 received from the Department of Foreign Affairs and Economic Planning of the Government of Tuvalu, submitting Tuvalu's nomination for the post of the Secretary-General.

Yours sincerely

Atanraoi Baiteke  
Secretary-General

Attach.



**GOVERNMENT OF TUVALU**

Note No: 34/91

SOUTH PACIFIC COMMISSION  
ACTION FILE

19 APR. 1991

YOUR OFFICER

SAO

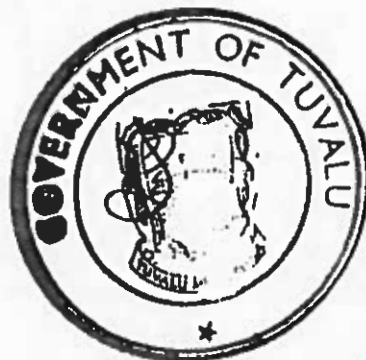
The Department of Foreign Affairs and Economic Planning of the Government of Tuvalu presents its compliments to the South Pacific Commission and has the honour to inform that the Government of Tuvalu's nomination for the post of Secretary-General in the South Pacific Commission is Honorable Kamuta Latasi OBE. Honorable Latasi's curriculum vitae is enclosed.

The Department of Foreign Affairs and Economic Planning of the Government of Tuvalu avails itself of this opportunity to renew to the South Pacific Commission the assurances of its highest consideration.

**Funafuti**

**TUVALU**

**10 April, 1991**



**MR. KAMUTA LATASI**

**Date of Birth** : 4 September 1936  
**Place of Birth** : Lauli'i, Western Samoa  
**Marital Status** : Married to Naama Maheu - four children  
**Nationality** : Tuvalu

**EDUCATION AND TRAINING**

- i. Maluafofou Church School, Apia, Western Samoa.
- ii. Elisefou Junior Secondary School, Vaitupu, Tuvalu and then continued to King George V Secondary School, Tarawa, Kiribati, 1953 - 1959.
- iii. Public and Social Administration Course, United Kingdom, 1970 - 1971, Diploma in Public and Social Administration with Honours.

**EMPLOYMENT**

1960 : Appointed Assistant Administrative Officer Trainee, then Gilbert & Ellice Islands Colony.

1963 : Promoted to Administration Officer.

1970 : In addition to being an Administration Officer also appointed as Magistrate.

1971 : District Commissioner and Magistrate, Ocean Island District.

1972 : Promoted to Administration Officer Class B and appointed Secretary to the Member [and later the Minister] for Works and Utilities.

1976 - 1978 : Administration Officer Class II and Secretary to the Ministry of Commerce and Natural Resources, Government of Tuvalu. Appointed also as Registrar of Co-operative Societies.

1978 - 1983 : Tuvalu Agent and then appointed first Tuvalu High Commissioner to Fiji (based in Fiji) and also accredited to Papua New Guinea.

: As High Commissioner, I was also Tuvalu's Permanent Representative to the Forum Secretariat and to the South Pacific Commission.

: In 1982 - 1983, Dean of the Diplomatic Corp in Fiji.

1983 : Retired from Government employment after 23 years of service.

1983 - 1991 : Manager of British Petroleum Ltd., Funafuti Branch.

On retirement in April 1991 retained by British Petroleum Ltd on a consultancy basis.

1987 - present : Elected as a Member of the Funafuti Town Council.

1989 : Elected a Member of Parliament for Funafuti Electoral District.

#### PROFESSIONAL EXPERIENCE

: At the permanent Secretary level I have been involved with major policy issues and acquired considerable and extensive experience covering the whole spectrum of public and development administration. I have led a number of overseas delegations and negotiated on behalf of my Government on various matters coming under the portfolios of the Ministries to which I was assigned to. I have been responsible for reviewing and initiating for the Minister's consideration, regional and international policies of the country relating to matters under my Ministry.

: As High Commissioner for Tuvalu to Fiji and Papua New Guinea, I was responsible for the administration of all Tuvalu Government interests and activities in both of these countries. I have accompanied my Prime Minister in all the Forum Meetings whilst based in Fiji and have had a very close relationship with the Forum Secretariat including participating in many of the Forum Secretariat Committee meetings held in Suva.

: As Tuvalu's permanent representative to the South Pacific Commission I have attended all Conferences as well as fully participating in the various meetings of the Committee of Representatives of Governments and Administrations.

#### **AWARDS**

1971

: Awarded an Officer of the Most Excellent Order of the British Empire (OBE).

#### **HOBBIES**

1. Fishing, Cricket, Indoor games, Farming and Gardening.

*Nomination by the  
Government of Tonga  
for the  
Post of Secretary-General*



4444  
SOUTH PACIFIC COMMISSION

B P D5  
NOUMEA CEDEX  
NEW CALEDONIA

CABLE ADDRESS  
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In reply please quote  
PLEASE ADDRESS REPLY TO  
THE SECRETARY GENERAL

STF 5/3 - CONFIDENTIAL

23 April 1991

CONFIDENTIAL

IDENTICAL LETTER TO REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS

Dear Representative

Nomination of the Government of Tonga for the post of Secretary-General

With reference to my Identical Letter of 20 February 1991, calling for nominations for the position of Secretary-General of the South Pacific Commission, I attach herewith a copy of the fax dated 4 April 1991 received from His Royal Highness, Prince Tu'ipelehake, Prime Minister of Tonga, submitting Tonga's nomination for the post of the Secretary-General.

Yours sincerely

  
Atanraoi Baiteke  
Secretary-General

Attach.





PRIME MINISTER'S OFFICE,  
NUKU'ALOFA, TONGA.

REF: PF 2056

4 April 1991

Mr Atanraol Baiteke,  
Secretary General,  
South Pacific Commission,  
B.P. D5,  
Noumea CEDEX,  
NEW CALEDONIA.

My dear Secretary General,

APPOINTMENT OF THE SECRETARY GENERAL OF THE SOUTH PACIFIC COMMISSION

- 1 I have the honour to refer to your Identical Letter NO. STF.8/3 CONF. of 20 February 1991, wherein you extended the invitation to Governments and Administrations to nominate suitable candidates to the post of Secretary General, which it is understood will fall vacant during June 1992.
- 2 I have much pleasure in nominating Mr Sione Kite, Deputy Chief Secretary and Deputy Secretary to Cabinet, as the official candidate nominated by the Government of Tonga to the post of Secretary General. Mr Sione Kite's curriculum vitae is attached.
- 3 Since its inception in 1948, the South Pacific Commission has played a vital and significant role in fostering and cultivating a regional awareness and consciousness, which has resulted over the years, in the births of other regional organisations that today, take up their rightful places in the overall developments of the region. The achievements of the South Pacific Commission bears testimony to the competent and dedicated staff of the Secretariat and the sound leadership by people such as yourself and other Secretaries General, of the past. It is my firm belief that should Mr Sione Kite be elected to the trusted responsibility of Secretary General, that he will capably carry on the fine traditions established by yourself and others, before you.
- 4 In closing, I wish to convey the appreciation of His Majesty's Government, for the opportunity to nominate our candidate, to the post of Secretary General.

Yours sincerely



## CURRICULUM VITAE

NAME: Mr Stone Kite

DATE OF BIRTH: 1 August 1940

MARITAL STATUS: Married. Four children

ACADEMIC QUALIFICATIONS: BA DipEd(NSW), MA (Lond.)

EMPLOYMENT HISTORY:

- 1979- - Deputy Chief Secretary & Deputy Secretary to Cabinet, Prime Minister's Office, Nuku'alofa, Tonga.
- 1975-1979 - Programme Administration Officer. Post later re-designated to Assistant Director Administration, South Pacific Commission, Noumea, New Caledonia.
- 1974-1975 - Assistant Secretary, Ministry of Lands, Survey and Natural Resources, Nuku'alofa, Tonga.
- 1972-1974 - First Secretary, Tonga High Commission, London, United Kingdom.
- 1969-1972 - Assistant Secretary, Prime Minister's Office, Nuku'alofa, Tonga.
- 1967-1968 - Secondary Teacher, Department of Education, New South Wales, Australia.

OTHER INTERESTS:

- Committee Member, Tonga Rugby Union, 1980-1990
- Manager, Tonga Rugby Union Team to First World Cup, 1987.
- Vice President, Tonga Rugby League Association, 1990-
- Executive Committee Member, Tonga Interim Sports Council, 1989-

PUBLICATION:

"The Microstates of the South Pacific - An examination and analysis of their membership in the commonwealth as compare with the importance of their membership in Regional and

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*WORKING PAPERS*

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***WORKING PAPER 1***

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***Recommendation of the Fourth Regional Meeting  
of  
Population Census and National Development Planners  
Noumea, New Caledonia, February 18 - 22, 1991***

RESTRICTED

SPC/CRGA.15/WP.1 (Closed Session)  
2 August 1991

ORIGINAL : ENGLISH

SOUTH PACIFIC COMMISSION

FIFTEENTH MEETING OF THE  
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS  
(Noumea, New Caledonia, 23-26 October, 1991)

RECOMMENDATIONS OF THE FOURTH REGIONAL MEETING OF POPULATION  
CENSUS AND NATIONAL DEVELOPMENT PLANNERS.  
NOUMEA, NEW CALEDONIA, 18-22 FEBRUARY 1991  
(Paper presented by the Secretariat)

BACKGROUND

1. The Fourth Regional Meeting of Population Census and National Development Planners was convened in Noumea, New Caledonia from 18 to 22 February 1991. The meeting was funded by the Commission under the SPC/UNFPA Population Project. The Meeting was attended by representatives from 16 member governments and administrations, and observers representing 8 technical organisations.
2. In addition to reviewing recent national census experiences and new technological developments in census and survey activities, the Meeting discussed ways and means to further assist countries in improving the collection, dissemination and utilisation of population census data for development planning in public and private sectors.
3. Of special interest was the participation of national development planners in this Meeting, a strategy that was geared to improve dialogue between data producers and planners, and thus to promote more effective integration of population data into development planning processes.
4. The Recommendations from the Fourth Regional Meeting of Population Census and National Development Planners are presented below. They include a recommendation for UNFPA to continue its financial support to the SPC Population Programme.
5. The Committee is invited to endorse the recommendations of the Fourth Regional Meeting of Population Census and National Development Planners.



## RECOMMENDATIONS

### **A: PLANNING AND PREPARATION OF CENSUSES**

1. Good planning and advance preparation are crucial to success of the census. Maps are very useful in census planning, enumeration, presentation and analysis of results. The Meeting therefore recommended that countries take steps to develop a suitable mapping programme for their current and future census and survey work.
2. Realising that the success, or lack of success, of a population census is in no small part associated with the strength and depth of national commitment, the Meeting recommended that publicity strategies and campaigns for the census be an integral part of census design.
3. The Meeting recommended that strict attention be given to field and data processing operational and quality control systems and procedures, to minimise the risk of errors.

### **B: DATA COLLECTION**

4. While it is recognised that significant progress has been made in the treatment of economic activity in recent censuses in the Pacific, the Meeting recommended that Pacific Island Governments, through their Statistical and Planning departments, increase their efforts to improve the gathering and treatment of economic activity data. Ways of achieving this include continuing to experiment, test and innovate, adopting new concepts and technology, and improving co-operation, exchange of ideas and results among the governments themselves and with concerned international agencies.
5. The Meeting recommended that the SPC and ESCAP continue to co-operate in seeking ways to improve the gathering, classification, processing and interpretation of data on economic activity and that the series of Expert Group Meetings be continued as a way of furthering these objectives.
6. The Meeting recommended that countries consider sampling within censuses, and separate sample surveys to supplement census data, especially in situations where resources are limited and field work is difficult.

### **C: QUESTIONNAIRE DESIGN**

7. Properly designed and pre-tested questionnaires and other types of forms are crucial to the success of the census. The Meeting recommended that the design and formatting of the questionnaire facilitate enumeration and processing. The Meeting further recommended that greater attention be given to the improvement of questions and concepts relating to education and to households and migration.
8. The Meeting recommended that countries ensure that their operational definition of a migrant adequately reflects the (changing) realities of mobility in their country.



**D: DATA PROCESSING**

9. The Meeting recommended that countries give attention to greater use of more appropriate coding schemes to assist in the analysis of the relationship between migration and key social, economic and development variables.

10. The Meeting recommended also that efforts be made by Pacific Island countries to obtain appropriate tabulations on Pacific overseas migrants from the destination countries, especially New Zealand, Australia and the United States.

11. The Meeting recommended that development of data processing systems be completed and tested by the country using the system, well ahead of the enumeration.

12. The Meeting recommended that data processing staff and subject matter staff work together in all key stages of census planning, especially in designing the questionnaire, coding, edits and tabulation specifications.

13. The Meeting recommended that SPC assist Pacific Island countries in evaluating computer hardware and software available for censuses and survey uses.

**E: DATA ANALYSIS, UTILISATION AND DISSEMINATION**

14. Often data generated by population censuses (and surveys) are available but not adequately analysed, due to lack of human and financial resources. It is essential that these data be analysed, interpreted and disseminated as quickly as possible. Moreover, they should be presented in a format that can be readily understood by users. (i.e. some "re-packaging or re-processing" may be required). The Meeting recommended that greater attention be given to further analyses and interpretation of population census data, and the rapid dissemination of the data. The Meeting also recommended that Governments strengthen national human resource capabilities in analysis and interpretation of population and demographic data.

15. The Meeting acknowledged that Country Monographs were of considerable intrinsic value, and recommended that these publications be commissioned as and when required. The SPC should play a co-ordinating role in this activity.

**F: INTEGRATION OF POPULATION AND DEVELOPMENT**

16. Occasionally, if not frequently, the lack of collaboration between data producers and planners directly or indirectly contributes to the paucity of operationally useful data. The Meeting recommended that there be more effective dialogue between census data producers and development planners, to articulate data needs and priorities for development planning.

17. Noting the interrelationships between population and socio-economic development, the Meeting reaffirmed its commitment to the integration of population variables into development planning processes. Several, if not all, countries are taking positive steps to integrate population and development planning. The Meeting, strongly recommended the integration of population dynamics in the comprehensive development plans of countries in the region.

G: OTHER

18. Noting that it is impossible to obtain an "error-free" census, the Meeting agreed that census data subject to error are still valuable provided that the magnitude of the error is known, and the error does not adversely affect the major uses of the data. The Meeting recommended that adequate steps be taken to evaluate censuses in order to identify sources of error and to provide guidance for future data collection programmes.

19. The Meeting recommended that countries document the methods and procedures used in each census, including the problems encountered, as a means of assisting in improving the next census.

20. The Meeting recommended that SPC member governments and UNFPA continue to support the SPC Population Programme. The Meeting also recommended that SPC continue to assist Island countries in the demographic training of national statistical and planning personnel. The Meeting further recommended that ESCAP continue to provide assistance in support of training of Pacific Islanders in the Population Institute in Bombay (India).

21. Realising that involvement of local staff not only is essential for the success of the census but also contributes to the development of local human resources and expertise, the Meeting recommended that all necessary steps be taken to ensure the fullest participation and involvement of local staff in all phases of census-taking, including planning, questionnaire design, data processing and dissemination of the results.

22. There is strong evidence that census data are being requested and used more intensively by various types of users. The Meeting recommended that countries consider the creation within national statistical offices of units dedicated to the analysis and dissemination of population data. Efforts should be made to make potential users aware of how information derived from census data can help them.

23. The Meeting noted that the level of self-reliance in census-taking in Pacific Island countries has improved tremendously. It also noted that censuses are providing data of good quality, and that the dissemination and use of these data have also improved. The Meeting recommended that countries take all necessary steps to enhance further national self-reliance in census taking.

24. The Meeting recommended that Governments and funding agencies provide adequate funds and resources for population censuses to be implemented and reported in a timely and professional manner.

25. The Meeting noted the grave problems in census-taking and other population-related activities caused by shortage of trained local staff. The Meeting recommended that efforts to develop expertise in all areas of population work, such as data collection, data processing, analysis and utilisation, be strengthened.

26. The Meeting recommended that the Fifth Regional Meeting of Population Census and National Development Planners be held in 1994.



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***WORKING PAPER 2***

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***SPREP Management and Autonomy Matters***



RESTRICTED

SPC/CRGA.15/WP.2 (Closed Session)  
25 July 1991

ORIGINAL: ENGLISH

**SOUTH PACIFIC COMMISSION**

**FIFTEENTH MEETING OF THE  
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS**  
(Nuku'alofa, Tonga, 22 - 25 October 1991)

**SPREP MANAGEMENT AND AUTONOMY MATTERS**  
(Paper presented by the Secretariat)

**BACKGROUND**

1. The Thirtieth South Pacific Conference discussed in some detail the emergence of a more autonomous South Pacific Regional Environment Programme (SPREP) and agreed, inter alia, that the Secretary-General delegate to the Head of SPREP "such full management authority as may be required to give effect to the autonomy" ... "pending the 1991 SPREP Ministerial Conference".

**DISCUSSION**

**Administrative Authority**

2. In the period between the Thirtieth Conference and the July 1991 SPREP Ministerial-level Meeting, the Secretariat progressively devolved many aspects of SPREP management authority to the Director of SPREP. By the time of the Ministerial-level Meeting, SPREP, through its Director, was fully responsible for a range of financial, administrative and staffing matters.

3. Subsequently, the Secretariat, in an exchange of letters with the Director of SPREP, has detailed a range of SPREP financial, administrative and staffing responsibilities which are now formally delegated. This exchange further provides for additional delegation which may, from time to time, emerge and require a formal handover to the Director of SPREP. The Commission and the SPREP Secretariat are maintaining a close and co-operative dialogue on this and all other aspects throughout this transition period.

**SPREP and Apia Conventions**

4. The First Meeting of the Parties to the SPREP and Apia Conventions was held in Noumea on 10-11 and 12 July 1991 respectively. These meetings supported a proposal by the Commission for the Secretary-General to delegate to SPREP the:

- secretariat functions specified in Article 21 of the SPREP Convention; and
- the continuing bureau activities specified in Article VIII of the Apia Convention.



5. This delegation has been effected in an exchange of letters between the Secretary-General and the Director of SPREP. Accordingly, the Director of SPREP will report to Conference on the First Meeting of the Parties to the SPREP Convention, as required by Article 21.1(i) of that Convention.

#### **SPREP Ministerial Intergovernmental Meeting**

6. In July this year, SPREP convened in Noumea, a Ministerial-level Intergovernmental meeting for which the Commission provided the venue and services support. The Ministerial-level meeting was noteworthy in that it endorsed a proposal to relocate the SPREP Secretariat from the South Pacific Commission headquarters in Noumea to Apia, Western Samoa. The timing of the move is still to be precisely defined but it is expected to take place in the period from December 1991 to January 1992.

7. The relocation will be a major logistic and administrative exercise. The Commission is committed to supporting SPREP to the fullest extent of its available resources. To this end, the Director of Programmes accompanied the Director of SPREP to Apia in August to conduct a preliminary appraisal of the location and associated administrative requirements for the move. The Commission, in addition to its regular hosting and support function for SPREP, is providing supplementary assistance with identification, consolidation, packing and despatch of material.

#### **COST AND ADMINISTRATIVE IMPLICATIONS**

8. The envisaged Commission support for SPREP's move to Apia is predicated on current funding and staff levels. Consequently, this support (over and above normal services support) can be effected within the existing budget provisions. Commitments such as the Director of Programmes travelling to Apia will incur some costs, but since these are/will be undertaken in conjunction with approved activities, such costs will be minor and within budget.

9. Provision of administrative support for the relocation can be offset against savings in the devolution to SPREP of SPREP management issues. Additionally, the unique and one-off nature of the relocation means that, while sorely pressed, the Commission's administrative services are able to accord a measure of priority to the move and will be able to effect a level of support within the current staff levels.

#### **RECOMMENDATION**

10. The CRGA is invited to note and refer to the Thirty-first Conference for its information:
- the status of formal delegation to SPREP of SPREP management responsibility;
  - the formal delegation to SPREP of the SPREP and Apia Convention secretarial and bureau duties as contained in the respective Conventions;
  - that the July 1991 SPREP Ministerial-level IGM agreed that SPREP would move its secretariat headquarters from the SPC to Apia, Western Samoa; and
  - that during this transitional stage, the Commission will remain committed to supporting SPREP to the fullest extent of its available resources.



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***WORKING PAPER 3***

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***Enhancement of SPC Statistics Section  
Through the Creation of Two New Positions***



**RESTRICTED**

SPC/CRGA 15/WP.3  
(Closed Session)  
1 August 1991

ORIGINAL :ENGLISH

**SOUTH PACIFIC COMMISSION**

**FIFTEENTH MEETING OF THE COMMITTEE OF REPRESENTATIVES OF  
GOVERNMENTS AND ADMINISTRATIONS**  
(Nuku'alofa, Tonga, 22-25 October, 1991)

**ENHANCEMENT OF SPC STATISTICS SECTION  
THROUGH THE CREATION OF TWO NEW POSITIONS**  
(Paper presented by the Secretariat)

***INTRODUCTION***

1. A paper (SPC/CRGA14/WP10) was presented to CRGA in May 1991 recommending the creation of two positions in the SPC Statistics Section to enable it to provide assistance to countries to help enhance their capability to provide reliable economic statistics. The recommendation was endorsed by CRGA subject to the availability of extra-budgetary funding and of adequate office accommodation. CRGA 14 requested additional information on the totality of the project apart from the two positions being sought.
2. This additional information and an update on progress with the proposal, is now provided in this paper for information of CRGA and for submission to Conference for endorsement.

***DETAILS OF ECONOMIC STATISTICS PROJECT***

3. The proposed project will support the strengthening of the South Pacific Commission (SPC) to assume a major responsibility for the training needs, in the area of economic statistics, of the Pacific Islands Developing Member Countries (PIDMCs) of the Asian Development Bank (ADB) and the provision of advisory services to PIDMC statistical agencies for the further development and production of national accounts and other economic statistics.
4. It is expected that the ADB will supply the major part of the funding for the project but that *direct* assistance will only be available to PIDMC's. This does not prohibit non PIDMC's from benefitting from the training activities proposed: the cost would, however, not be met by ADB. Assistance is being sought from UNDP and the World Bank in funding activities to extend the project beyond the PIDMC countries. Any other commitments to the project would be welcome.

5. The extended project consists of seven distinct components:

|                                                         |                    |
|---------------------------------------------------------|--------------------|
| <b>A. CONSULTANCIES TO THE SOUTH PACIFIC COMMISSION</b> | <b>\$535,500</b>   |
| <b>B. INTER AGENCY CO-OPERATION</b>                     | <b>\$210,000</b>   |
| <b>C. SPECIALIZED EXPERT SERVICES</b>                   | <b>\$172,500</b>   |
| <b>D. COUNTRY COURSES</b>                               | <b>\$136,250</b>   |
| <b>E. SUB-REGIONAL COURSES</b>                          | <b>\$206,000</b>   |
| <b>F. TRAINING ABROAD</b>                               | <b>\$120,500</b>   |
| <b>G. ASSISTANCE TO NON ADB COUNTRIES</b>               | <b>\$133,500</b>   |
| <b>SUBTOTAL</b>                                         | <b>\$1,514,250</b> |
| <b>TOTAL including contingency (15%)</b>                | <b>\$1,741,400</b> |

6. These seven items are, briefly:

**A: CONSULTANCIES TO THE SOUTH PACIFIC COMMISSION:** The provision of consultancy services (72 manmonths or 6 manyears) to staff two positions at SPC to help plan and implement a three-year, comprehensive training program to develop economic statistics generally and national accounts specifically for the PIDMCs. Terms of reference for the two positions are shown in annex 1 to this paper. One position would be primarily responsible for the overall project and the provision of consultancy services. The other position would concentrate on providing training courses. The consultancies will also provide expert services to PIDMC statistical agencies in the further development and production of the national account estimates. There is an expectation that national accounts will be produced by the countries involved as a result of the project. The budget contains an allowance to cover housing costs in New Caledonia ( \$78,000, in addition to the officers' contributions).

**B: INTER AGENCY COOPERATION:** While SPC will execute the project, there are a number of other agencies that are involved in providing assistance and training on economic statistics generally and national accounts specifically. Notable among these are the Statistical Institute for Asia and the Pacific (SIAP) and the ESCAP Regional Advisor on National Accounts. It is not the intention to duplicate this assistance but rather to facilitate their involvement in the development of economic statistics in the region through the payment of fares and per diem for work in the Pacific.

**C. SPECIALIZED EXPERT SERVICES:** In addition to the above, the TA will provide for the short term engagement of consultants to provide expert advisory services in specialized areas, to help in the conduct of the courses and to assist PIDMCs in the further development and production of national account estimates. The determination of the need for specialized experts and the selection of consultants will be undertaken by SPC in consultation with the Bank. A total of 10 manmonths is allocated for the short term engagement of specialized experts (approximately 4 manmonths to assist with the training program and 6 manmonths to assist PIDMC statistical agencies).

**D. COUNTRY COURSES:** About ten (10) country courses to be conducted over a three-year period. Each course will be of four (4) weeks duration and will be planned and conducted by the consultants stationed at SPC and supplemented, if needed, by specialists. The determination of the need for specialists must be decided in the context of the budget for Specialized Expert Services (C, above).

**E. SUB-REGIONAL COURSES:** Up to four (4) sub-regional courses to be conducted over a three-year period. Each course would be of two (2) weeks duration and cover common topics on the national accounts. The courses will be planned and conducted by the consultants stationed at SPC and supplemented, if needed, by specialists. The courses would also offer an opportunity for statistical staff of PIDMCs to "interact" with each other and share their own experiences. Twelve (12) participants (other than those in the "host" country) are planned for each course. It is intended that there be flexibility both in and between items D and E. For example, if funds allow and the demand exists, the number of courses may be greater than shown. Also, it may be warranted, in a few cases, to bring one or two participants from a neighbouring country to an in country course in another country.

**F. TRAINING ABROAD:** The agreement will provide funds to selected staff from PIDMC statistical offices to participate in course(s) at SIAP or for on-the-job training in Australia/New Zealand. Up to ten (10) participants to be selected by concerned PIDMC's in conjunction with SPC. Funds to cover expenses for travel and per diem for up to two (2) months. Training fees and materials to be provided by "host" institutions.

**G: INVOLVEMENT IN THE PROJECT OF NON ADB COUNTRIES:** Of the 22 countries that are members of SPC, 10 are ADB members and will be covered directly by this project. The two staff positions will be available to work in PIDMC countries only, but non ADB countries will be able to participate in all training courses and obtain benefits of consultancies organised by SPC. It is therefore proposed to allow for participants from these countries to attend the courses programmed under D and E above and also to allow for consultants (not the consultants discussed under A above, but separately employed consultants) to work in these countries to produce accounts. ADB will not fund this component of the project.

7. During recent years the compilation of reliable economic statistics has become an increasingly important requirement for the governments of the region. SPC has long recognised the need to foster the development of economic statistics including national accounts, but limited resources have restricted its ability to assist. Between 1987 and 1990, the SPC conducted five sub regional training courses to improve the capability of statistical offices in the region in compiling economic statistics. These courses were largely funded by the Asian Development Bank under a technical assistance agreement.

8. Following the successful completion and evaluation of that agreement, negotiations have been underway to enter a new agreement with ADB to provide assistance to improve the statistical capability of Pacific island nations.

### ***CURRENT STATUS OF PROJECT***

9. As can be seen from above the project is tentatively costed at \$1.75M, including a 15% contingency factor. The ADB have indicated a preference for their contribution to be below \$1M and a number of agencies including UNDP and the World Bank have been approached. A number of options to reduce the total budget to under \$1M have been raised with ADB to cover the possibility that additional donors cannot be attracted to the project. These options have included cutting the project back to a two year project or phasing it in over different countries. At this stage, ADB advice has been to leave the project proposal unchanged.



10. The SPC is confident that a project of at least \$1M will be approved. If the total project is not approved by ADB and additional donors do not meet the cost of the balance of the project, it will be trimmed. The areas where trimming would probably occur are:

- . interagency co-operation;
- . training abroad; and
- . assistance to non ADB countries,

11. In this case, it is expected that some of these activities would still be able to happen: it would mean, however, that funding would have to be sought on a case by case basis e.g. for the assistance to non ADB member countries. Advice on priority areas and where cuts could appropriately be made, is, however, sought.

12. CRGA 14 endorsed the proposals subject to adequate office accommodation being available. The move of SPREP to Western Samoa has eased the crisis of accommodation at Headquarters and the Secretariat is confident that accommodation would be available. As a last resort, the Statistics programme which currently has four officers sharing three rooms, would share the three rooms between six people.

### **RECOMMENDED ACTION**

This paper is submitted to CRGA to reassure delegates on some of the issues raised at CRGA 14, notably on the availability of extra budgetary funding and office accommodation. CRGA is asked to re-express its support for the proposed enhancement to the SPC's Statistical Section and to recommend to Conference the creation of the two proposed positions.

*Note: Management has not made a final decision about the level of the positions. It is believed that the description of requirements that follows each position is about the level needed to ensure the occupants are suitably qualified. It is not uncommon in SPC programmes to have staff at the same level as the supervisor.*

### **TERMS OF REFERENCE**

#### **1. Economic Statistics ( Advisor ): probably P1 level**

- . To work with the SPC Statistician and with the Economic Statistics (Training) consultant to plan and implement a comprehensive development programme for economic statistics generally and national accounts specifically of the ADB member countries;
- . to assist the national statistical offices and relevant planning, budgetary and banking authorities to develop reliable statistical series and to work with these authorities to produce regular national accounts;
- . to establish systems for the regular production of economic statistics in conjunction with the statistics offices and other agencies in the ADB member countries.

The occupant would be expected to have roughly 20 years experience in the compilation of economic statistics and to be an expert in national accounting concepts and methods.

#### **2. Economic Statistics ( Training ): probably P2 level**

- . To work with the Economic Statistics (Advisor) to plan and implement a comprehensive development programme for economic statistics generally and national accounts specifically of the ADB member countries;
- . to be responsible for all aspects of the organisation and conduct of training courses to be conducted under the technical assistance agreement;
- . to provide further assistance to countries in the form of advisory services or on the job training as required.

The occupant would be expected to have about 12 - 15 years experience in the compilation of economic statistics and would need to be an expert in national accounting concepts and methods.



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***WORKING PAPER 4***

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***Recommendations of the  
First SPC Nutrition Workshop  
for  
Nutritionists, Dietitians and Nutrition Educators***

RESTRICTED

SPC/CRGA.15/WP.4 (Closed Session)  
29 July 1991

ORIGINAL: ENGLISH

**SOUTH PACIFIC COMMISSION**

**FIFTEENTH MEETING OF THE  
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS  
(Nuku'alofa, Tonga, 22 - 25 October 1991)**

**RECOMMENDATIONS OF THE FIRST SPC REGIONAL NUTRITION WORKSHOP  
FOR NUTRITIONISTS, DIETITIANS AND NUTRITION EDUCATORS  
(Noumea, New Caledonia, 22 - 26 April 1991)**

(Paper presented by the Secretariat)

**PURPOSE OF PAPER**

1. This paper is designed to brief the Committee on the outcome of the First Regional Nutrition Workshop for nutritionists, dietitians and nutrition educators and to seek endorsement of its recommendations.

**BACKGROUND**

2. The Thirtieth South Pacific Conference approved the holding of a Regional Workshop on Nutrition Education in 1991. This was the first regional technical meeting of nutritionists, dietitians and nutrition educators to be conducted by the South Pacific Commission, and was held at headquarters. The meeting was attended by representatives of 15 Island member governments and administrations, and consultants and resource people from 15 academic institutions, non-government and aid organisations.

3. The theme, *Methods of evaluation of nutrition education programmes*, was chosen following a needs assessment carried out at the end of 1989. Other topics discussed included Vitamin A deficiency, strategies for prevention and control of non-communicable diseases, growth monitoring, and nutritional surveillance.



4. The Workshop provided a forum for nutritionists, dietitians and nutrition educators to:
  - (a) Discuss and review current nutrition education programmes;
  - (b) Examine a variety of approaches that are being used in nutrition education in the region, their strengths and weaknesses, the successes and failures;
  - (c) Develop knowledge and skills in planning, implementing and evaluating nutrition programmes; and
  - (d) Review and update information on topics currently of interest and relevance to Pacific nutrition professionals.
5. During the review of the SPC Nutrition Programme and activities, country representatives emphasised the need for SPC to continue the development of appropriate, innovative and culturally relevant nutrition extension materials aimed at upgrading the knowledge and skills of nutritionists and community workers in the region. This is part of an effort to reduce prevalence of nutrition-related diseases. Of particular importance is the development of consumer education materials to assist small Island states with very limited local food resources.
6. The Workshop expressed strong support for the continuation of the Pacific Island Food Composition Programme (PIFCP) essential for nutrient information data on food and nutrition, policy development, and research into local sources of specific nutrients such as Vitamin A and carotene.
7. The meeting also discussed food- and agriculture-related activities with respect to the status of family food supply and food security in the region. A situational study on household food supply in five Pacific island countries reconfirmed the increase of food- and nutrition-related diseases, the low priority given to household food production in governments' development plans, and the need for a multi-sectoral approach to food policy planning and development.
8. Of particular importance to nutritionists, dietitians, nutrition educators and the SPC Secretariat, are Recommendations 13 and 14 which seek to address the need for nutrition training at all levels for nutrition educators in the Pacific and to support and improve the skills and status of nutritionists and dietitians already working in the field.
9. During the discussions, the different levels of training identified included:
  - (a) *Community level food and nutrition workers*: these would be supplied by SPC Community Education Training Centre graduates and the South Pacific Community Nutrition Training Project;
  - (b) *Dietetic workers*: these are to be hospital-based for patient management. At present there is no training programme for this cadre except the old Fiji School of Medicine course;

- (e) The HFS Task Force keep member countries informed of the progress of the project through established avenues such as the Pacific Islands Nutrition (PIN) circular letter;
- (f) Policy formulation and policy-makers be the initial target of HFS, in order to develop 'Food first policies' in the context of national agricultural planning;
- (g) HFS include short-term food security (e.g. disaster preparedness and rehabilitation);
- (h) HFS support, develop and strengthen national food and nutrition committees.

#### **Recommendation 9**

The Workshop recommended that:

- (a) The South Pacific Commission and other institutions strengthen the use of traditional (customary) agricultural methods and food preparation and preservation technologies, to improve food security;
- (b) The South Pacific Commission and member countries investigate methods of improving the nutritional value obtained from store foods by incorporating them into traditional dishes and recipes.

#### **Recommendation 10**

The Workshop recommended that the South Pacific Commission, the World Health Organization, other agencies and training institutions collaborate with member countries to:

- (a) Review the nutrition, agriculture and education content of health personnel training curricula;
- (b) Ensure that these training curricula contain appropriate nutrition and agriculture content;
- (c) Ensure that growth monitoring and nutrition surveillance are appropriately taught;
- (d) Train trainers of health and community workers;
- (e) Change the orientation of training programmes towards prevention.

#### **Recommendation 11**

The Workshop recognised the problems of nutritional surveillance and recommended that:

- (a) Member countries analyse existing routinely collected data for use in project monitoring, rather than only for annual reporting purposes;
- (b) Member countries seek assistance from the South Pacific Commission and other agencies to develop and strengthen their information systems.

### **Recommendation 12**

The Workshop recommended that the South Pacific Commission assist countries with the use of innovative educational tools, including dramas and other traditional Pacific Island methods for nutrition education.

### **Recommendation 13**

The Workshop recommended that:

- (a) Governments recognise and support the need for University training at all levels of nutritionists, dietitians and nutrition educators in the Pacific;
- (b) Governments recruit and train male nutritionists;
- (c) Governments make more use of available and appropriate short-term training courses from accredited institutions leading to a recognised qualification;
- (d) Governments recognise the need to improve skills and status of nutritionists and dietitians already working in the field.

### **Recommendation 14**

The Workshop recommended that nutritionists, dietitians and nutrition educators establish a professional association to:

- (a) Discuss issues related to nutrition in the Pacific and update current knowledge in nutrition;
- (b) Act as a regional advisory body on regional food and nutrition issues and activities in the Pacific;
- (c) Organise a regional technical meeting every two years, with assistance from the South Pacific Commission, the World Health Organization and other agencies.

### **Recommendation 15**

The Workshop recommended that an advisory group comprising regional organisations such as the South Pacific Commission, the University of South Pacific and the World Health Organization:

- (a) Examine nutrition training presently available for various types of nutrition workers and make information on this available to Pacific countries;
  - (b) Suggest ways of constructing innovative nutrition training courses (using extension modes) that are appropriate to Pacific needs.
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**THE FIRST SPC REGIONAL NUTRITION WORKSHOP  
FOR NUTRITIONISTS, DIETITIANS AND NUTRITION EDUCATORS**  
(22 - 26 April 1991, Noumea, New Caledonia)

**Recommendation 1**

The Workshop recommended that:

- (a) The South Pacific Commission produce consumer education materials on store foods, concerning nutritional value, food safety, budgetary implications, preservation methods, etc.;
- (b) The South Pacific Commission continue to assist member countries with development of food safety programmes.

**Recommendation 2**

The Workshop endorsed the importance of the Pacific Island Food Composition Programme (PIFCP) and recommended that:

- (a) The South Pacific Commission Agriculture and Community Health Services collaborate in a continued search for extra-budgetary funds to maintain and develop PIFCP;
- (b) PIFCP conduct research on food composition in different environments and develop a database on food composition for atoll and other islands;
- (c) PIFCP continue to search for new local sources of Vitamin A.

**Recommendation 3**

The Workshop expressed concern at the inappropriate use of the three food group concept and recommended that:

- (a) The South Pacific Commission and member countries maintain the *Three food group posters*, but modify the messages they carry to be appropriate, and provide educational materials dealing with food quantities to complement teaching with these posters;
- (b) The South Pacific Commission continue to assist countries to develop national nutrition education materials;
- (c) The South Pacific Commission and other regional institutions and agencies form a task force, including social anthropologist(s) whose field of expertise is food, to examine strategies for improving community nutrition education.

#### **Recommendation 4**

The Workshop recommended that countries establish national non-communicable disease programmes with technical assistance provided by the World Health Organization, the South Pacific Commission and other organisations.

#### **Recommendation 5**

The workshop recommended that the South Pacific Commission, the World Health Organization, and other agencies collaborate with member countries in the development of NCD curricula for community-level training and for schools.

#### **Recommendation 6**

The workshop recommended that the South Pacific Commission collaborate with the World Health Organization, other agencies and member countries to:

- (a) Develop, implement and co-ordinate programmes against tobacco and alcohol abuse;
- (b) Encourage and assist Pacific Island countries to develop policies and programmes to address tobacco and alcohol problems.

#### **Recommendation 7**

The Workshop recommended that member countries and governments discourage the advertisement of tobacco and alcohol by radio, newspaper and television.

#### **Recommendation 8**

The Workshop noted the formation of the Household Food Security (HFS) Task Force and recommended that:

- (a) The HFS Task Force be multisectoral and multidisciplinary, including representatives from Fisheries, Health and all other relevant sectors;
- (b) The encouragement and development of intraregional trading of nutritious Pacific Island foods be part of this project;
- (c) HFS deal with urban and rural food supplies (both land- and sea-foods);
- (d) HFS use government, non-government organisations and traditional infrastructures to implement and sustain secure food supplies;



- (c) *University-trained nutritionists*: this group consists of undergraduates and postgraduates in public health nutrition and dietetics. The University of the South Pacific and many Pacific Rim institutions are supplying these professionals;
- (d) *Continuing education of all food and nutrition workers*: the Workshop emphasised the need for governments and administrators to recognise and support the above training.

10. In order to improve the skills and status of nutrition workers, the creation of a professional association was suggested. In response to this need, the Secretariat should actively seek seeding funds to discuss for the planning and establishment of a regional association of nutritionists, dietitians and nutrition educators in the Pacific.

11. The full text of the recommendations made by the Workshop is attached.

#### **RECOMMENDED ACTION**

11. The Committee is invited to:
- (a) Note and endorse this paper;
  - (b) Recommend to the Thirty-first South Pacific Conference that it approve the recommendations of the First Regional Workshop for Nutritionists, Dietitians and Nutrition Educators listed in Annex I.
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***WORKING PAPER 5***

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***Proposal for  
Evaluating the Priority  
of Pacific Youth***



RESTRICTED

SPC/CRGA.15/WP.5 (Closed Session)  
18 July 1991

ORIGINAL: ENGLISH

**SOUTH PACIFIC COMMISSION**

**FIFTEENTH MEETING OF THE  
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS**  
(Nuku'alofa, Tonga, 22 - 25 October 1991)

**PROPOSAL FOR EVALUATING THE PRIORITY OF PACIFIC YOUTH**  
(Paper presented by the Secretariat)

**BACKGROUND**

1. The South Pacific Commission Youth and Adult Education Programme was established in 1965. The First Regional Seminar for Pacific Youth, held in Noumea from 10 to 14 February 1986, addressed the large task faced by Pacific youth workers and generated over 80 specific recommendations for subsequent action by governments, international agencies, non-government organisations and the South Pacific Commission. The Second Regional Seminar for Pacific Youth, held in Pago Pago, American Samoa, from 17 to 21 June 1991, considered, among other things, an evaluation of the Youth Programme and progress against the First Seminar recommendations. Attached as Annex I are the recommendations made by the Second Regional Seminar. The full report of the Seminar will be distributed under cover of a savingram.

**DISCUSSION**

2. A recurrent theme at both seminars was concern at the low priority accorded to youth matters in the Pacific. While there was widespread acknowledgement that Pacific youth are an asset and a resource for nation-building, it was felt that youth affairs had a disappointingly low priority in national and donor agendas. The seminars considered that youth, being the future of each and every Pacific nation, deserved timely and adequate attention, particularly at the decision-maker level. The Secretariat needs a clear expression of priority from member countries to enable it to secure funding from donors.

3. One expression of this low priority is the difficulty the Secretariat has encountered in securing funding for the two Regional Youth Seminars. (Both seminars were considerably delayed due to problems in securing full funding.) Another is the fact that the Youth Programme is currently staffed by only two officers – one of whom is extra-budgetary funded and whose tenure is uncertain. These circumstances do not reflect the priority articulated by the two Youth Seminars.

4. The Secretariat is acutely aware of the scarcity of resources and the need to allocate priorities. It is also aware of the natural tendency of specialist meetings to give priority to their particular sector at the expense of others. However, youth are the future of the Pacific. They are also the majority: 40.4 per cent of the Pacific population are aged 0–14 years and a further 20.5 per cent are aged 15–24 years. Accordingly, the Secretariat requires guidance at the Conference or CRGA level as to your **priority** for youth matters:

- Is a Ministerial meeting on youth warranted?
- Are one Core Budget officer and an XB assistant sufficient?
- Is the priority between Youth and other SPC programmes in balance?

5. For its part, the SPC Youth and Adult Education Programme will work closely with other Commission programme areas to increase the impact of its activities on youth. This on its own may not be enough, however.

6. The Secretariat acknowledges the importance of youth and believes that a statement on the priority of youth by the Thirty-first South Pacific Conference would substantially assist its efforts to secure hitherto distant extra-budgetary funding. Subject to the views of member governments and administrations, to be canvassed at a series of sub-regional meetings, the Secretariat may subsequently seek a Ministerial-level meeting on Pacific youth matters.

## RECOMMENDED ACTION

7. CRGA is invited to endorse the recommendations of the Second Regional Seminar for Pacific Youth and to recommend to the Thirty-first South Pacific Conference that it:

- (a) Recognise the special vulnerability of Pacific youth and their potential as one of the richest resources of the nations of the Pacific, and therefore urge Governments, Administrations and donors to accord youth and youth issues top priority over the next five years;
- (b) Note and approve the recommendations of the Second Regional Seminar for Pacific Youth.

## **RECOMMENDATIONS MADE BY THE SECOND REGIONAL SEMINAR FOR PACIFIC YOUTH**

The Second Regional Seminar for Pacific Youth, held in Pago Pago, American Samoa, 17–21 June 1991, made the following specific recommendations:

### **1. Definition of Youth (para. 9)**

Notwithstanding the SPC Youth Programme's focus on out-of-school youth, the Seminar recognising the difficulties in satisfying the respective cultures and traditions with respect to their perception of youth, and noting individual country legal and administrative requirements, resolved:

(a) that people aged 3 years to 35 years be considered as YOUTH; and

(b) that the following categories be considered and characterised:

- 3 to 11 years to be considered as Primary;
- 12 to 18 years to be considered as Young Men and Young Women;
- 19 to 26 years to be considered as Adults;
- 27 to 35 years to be considered as Senior Adults,

The following countries expressed reservations on the above definition: Cook Islands, Federated States of Micronesia, Fiji, French Polynesia, Kiribati, Marshall Islands, New Caledonia, Tokelau, Tonga, Tuvalu and Vanuatu.

### **2. Role of the SPC Youth and Adult Education Programme (para. 21)**

#### **A. Training**

The Seminar supported the recommendation made in the evaluation of the Youth and Adult Education Programme that the Programme operate in three broad training areas:

(a) *In-country training for youth workers*

- Design and implementation of a Special Extension Course of Continuing Education (SECCE) at the village and community level;
- Sub-regional short courses directed towards improving the capacity of national youth organisations;
- Regional/sub-regional residential courses for planners and national youth managers to review and amend youth policy and strategies.

**(b) Seminars and workshops for middle- and upper-level managers**

- National seminars with a focus on employment and substance abuse;
- Subsequent regional or sub-regional (if appropriate) seminars to explore collective solutions.

**(c) Reinstatement of awards for youth work training**

- To top up specialist national skills.

**B. Youth Link and Pacific Youth Council**

The Seminar supported the evaluation report's recommendation that:

**(a) The name of this activity be changed to 'Youth and Community Resource and Communication Network' and that**

- It focus on the three areas of human resource development, information exchange and research and development education;
- To reach a wider audience, it make use of other modes of communication, including video, audio, bulletins etc.

**(b) A full-time post of Youth Communication Specialist be established, subject to the availability of extra-budgetary funding**

- The office be based in Noumea but maintain links with CETC and SPC Regional Media Centre (RMC) in Suva.

**C. Regional Youth Seminar**

The Seminar supported the evaluation report's recommendation that:

**(a) The name of this activity be changed to 'Pacific Sub-Regional Youth and Adult Education Forum';**

**(b) Three fora be established (for Micronesia, Melanesia and Polynesia);**

- Membership include government and non-government representatives;

**(c) Meetings of the fora be followed by a Regional Youth Conference to evaluate and discuss their proceedings.**

#### **D. Staffing**

The Seminar supported the evaluation report's recommendation that:

- (a) The position of Assistant Youth Development Officer be confirmed and placed in the Core Budget from 1993;
  - Duties be reviewed and focused;
- (b) A position of Youth and Community Training Officer be established, subject to the availability of extra-budgetary funding
  - The officer be based in Noumea, collaborating with CETC, the University of the South Pacific and the Commonwealth Youth Programme.

#### **3. Funding Considerations (para. 22)**

The 20 island member nations represented at the Second Seminar for Pacific Youth, while mindful of the lack of readily available resources, expressed their wholehearted commitment to youth issues. As a consequence, the representatives strongly urged the SPC Secretariat to make provision in the Core Budget for a bi-annual meeting of youth workers and youth leaders of both the government and non-government organisations. The representatives further urged the SPC to seek funding relentlessly for this meeting which serves as the premier consultative forum on Pacific youth issues.

#### **4. AIDS (para. 25)**

The Seminar recommended that the Pacific youth network be used to disseminate AIDS information in the Pacific.

#### **5. Social Database (para. 27)**

The Seminar recommended that the South Pacific Commission Statistics Programme assist with the compilation of a social database and its subsequent interpretation.

#### **6. Agriculture (para. 29)**

The Seminar, recognising the contribution of the South Pacific Commission Agriculture Programme, recommended that, wherever possible, Governments and Administrations prioritise the utilisation of youth in their agricultural activities.



**7. Health (para. 32)**

The Seminar confirmed good health as one of the ultimate goals of development, and, as a consequence, recommended that health impact assessments be integrated into the objectives and implementation strategies of all development projects conducted in the region.

**8. Future Directions (para. 38)**

The Seminar, mindful of the need to bring youth matters to the attention of the region's decision-makers, recommended that the CRGA explore fully the options of conducting a regional meeting of Youth Ministers.

**9. Next Conference: Dates, Venue and Theme (para. 43)**

The Seminar recommended that the Third Regional Seminar on Pacific Youth be held in 1994 in the Cook Islands and that the theme for the Third Seminar be *What future for Pacific Youth in a Changing World?*

**10. Attendance at the Thirty First South Pacific Conference (para. 44)**

The Seminar recommended that Governments and Administrations, especially those of American Samoa and Tonga, include in their official delegations to the Fifteenth CRGA and Thirty-first South Pacific Conference representatives of the youth programme officers who participated in the Second Regional Seminar for Pacific Youth.

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***WORKING PAPER 6***

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***Staff Rules and Regulations Matters***



**RESTRICTED**

SPC/CRGA 15/WP.6 (Closed Session)  
20 June 1991

ORIGINAL : ENGLISH



**SOUTH PACIFIC COMMISSION**

**FIFTEENTH MEETING OF THE COMMITTEE OF  
REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS  
(Nuku'alofa, Kingdom of Tonga, 22-25 October 1991)**

**STAFF RULES AND STAFF REGULATIONS MATTERS  
(Paper presented by the Secretariat)**

**A. SHORT TERM CONTRACTS**

1. Staff Rule IV.(4) (d) provides that 'Short term appointments may be made, for periods of up to three months, to a position not falling within the approved establishment, subject to such special conditions as the Secretary-General may determine'. Amendments to the Staff Rules proposed by the 1988 Staff Rules and Regulations Review Committee and adopted by the Twenty-Eighth (1988) South Pacific Conference further stipulate that exceptional cases requiring appointment in excess of three months must be reported to the next CRGA/Conference with full justification.
2. The Twelfth Meeting of CRGA further determined (paragraph 185 of its Report) that temporary employment in established positions for periods in excess of three months is also to be reported to the next meeting of the CRGA.
3. Short term appointments in excess of three months to both established positions and to positions not falling within the approved establishment are listed below:

**Mr Tapeni Frost - Handyman**

4. Mr Tepani Frost was employed as a handyman additional to the establishment of the Maintenance Team to provide additional services for the refurbishment of the Headquarters building. Mr Frost was originally employed on 22 January 1990. His employment was notified to CRGA 13 in Working Paper SPC/CRGA13/WP.4 and again to CRGA 14 in Working Paper SPC/CRGA14/WP.15.
5. In view of the ongoing need for additional members of the Maintenance Team to carry out the refurbishment of SPC Headquarters, M. Frost's temporary employment was further extended from 24 June 1991 to 23 September 1991.

**Mr Ulaiasi Tuitubou - Handyman**

6. Mr Ulaiasi Tuitubou has been employed as a handyman additional to the establishment of the Maintenance Team to provide additional services for the refurbishment of the Headquarters building. Mr Tuitubou was originally employed for six weeks from 24 September 1990, then for three weeks from 19 November 1990, then for three months from 10 December 1990 and finally three months from 11 March 1991. Mr Tuitubou's temporary employment was notified to CRGA 14 in Working Paper SPC/CRGA14/WP.15.

7. In view of the ongoing need for additional members of the Maintenance Team, Mr Tuitubou's temporary employment was further extended from 10 June 1991 to 9 September 1991.

**Ms Mathilde Rosario - Data Processing Operator**

8. Ms Rosario was initially temporarily employed for a period of three months from 2 May 1990 to 1 August 1990 to assist in clearing the backlog of outstanding computer entries for financial transactions. Ms Rosario's temporary employment was subsequently extended for a further three months for the period 2 August 1990 to 1 November 1990. Ms Rosario was then issued with a further temporary employment contract, covering the period from 31 January 1991 to 31 May 1991, to provide relief services for the occupant of the data processing operator position, who had proceeded on maternity leave. The employment of Ms Rosario was notified to CRGA 13 in Working Paper SPC/CRGA13/WP.4 and again to CRGA 14 in Working Paper SPC/CRGA14/WP.15.

9. Ms Rosario's temporary employment has now been extended for a further three months covering the period 31 May 1991 to 30 August 1991, in order to assist with the processing of the rapidly expanding number of financial transactions undertaken by the Commission.

**Ms Nathalie Ferey - Office Assistant, Registry**

10. Ms Ferey was employed on 5 June 1991 for a period of four months in order to provide relief for staff of the Registry section who are on leave during this period.

**Ms Maria Rosa Poonan - Clerk Typist, Suva**

11. Ms Poonan was originally employed as Clerk Typist, Suva Office, for the period 15 January to 15 April 1991. Ms Poonan has now been issued with a further three-month temporary contract covering the period 16 April to 15 July 1991, to assist with the increased administrative workload being generated by the increase in programme officers and programme activities in the Suva (Nabua) Office.

**B. BOARDING ALLOWANCE**

12. At paragraph 88 of its report, the Thirtieth (1990) South Pacific Conference approved the recommendation by the CRGA 12 for the inclusion in Staff Rule III(11)(f), as a new sub-paragraph (iii), the following:

*The word 'boarding' will normally be defined as meaning that the child for whom the education allowance is being paid is boarding at the educational establishment which he/she is attending full-time. However, in exceptional circumstances, and with the prior approval in principle of the Secretary-General as to the items to be covered, education allowance may be paid for children who are boarding in private homes. Documentary evidence of costs shall be submitted. A list of all cases of payment of education allowance for children boarding in private homes shall be submitted to the Committee of Representatives of Governments and Administrations.*

14. Under this new sub-paragraph, of the following education allowances have been paid for children who are boarding in private homes.

| Name of Officer | Position               | Amount paid | Period covered            | Boarding arrangements               |
|-----------------|------------------------|-------------|---------------------------|-------------------------------------|
| Watters, Robert | Maintenance Technician | 142,100 CFP | August 1990-February 1991 | Daughter Wendy (boarding with aunt) |

**RECOMMENDED ACTION**

15. The Committee is invited to note the action taken by the Secretariat with regard to these staffing matters.

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***WORKING PAPER 7***

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***Report of the Committee of  
Representatives of Governments and Administrations  
Noumea, New Caledonia, May 27 - 31, 1991***

**RESTRICTED**

SPC/CRGA.15/WP.7 (Closed Session)  
24 June 1991

**ORIGINAL : ENGLISH**

**SOUTH PACIFIC COMMISSION**

**FIFTEENTH MEETING OF THE  
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS  
(Nuku'alofa, Kingdom of Tonga, 22—25 October 1991)**

**REPORT OF ACTION TAKEN ON THE REPORT OF THE  
FOURTEENTH MEETING OF THE  
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS  
HELD IN NOUMEA, NEW CALEDONIA, 27-31 MAY, 1991  
(Paper presented by the Secretariat)**

**AGENDA ITEM 6 — STAFFING AND ADMINISTRATION**

**A. Salaries and Classification Plan Review**

1. The Fourteenth Meeting of the Committee of Representatives of Governments and Administrations (paragraph 8 of its Report) considered document SPC/CRGA 14/WP.18 concerning the regrading of the Editorial Assistant position and agreed to recommend to the Thirty-first South Pacific Conference that:

- (a) *The position of Editorial Assistant be regraded AST4; and*
- (b) *This regrading be effective from 28 May 1990, subject to extra-budgetary funds being available.*

**Action Taken**

2. This recommendation has been listed for consideration by the Thirty-first (1991) South Pacific Conference under the agenda item - Reports of the Committee of Representatives of Governments and Administrations Meetings of May 1991 and October 1991.

**B. Staff Rules and Staff Regulations Matters**

3. CRGA 14 (paragraph 12 of its report) considered document SPC/CRGA 14/WP.21 which contained a proposal by the Secretariat for the inclusion of siblings in the provisions of Staff Rule IX.8(a) - Travel for Compassionate Reasons. It was noted that if the conditions of eligibility were not adequately defined, there could be substantial budgetary implications. CRGA 14 therefore agreed to defer the matter for detailed consideration at a later meeting of CRGA and requested the Secretariat to produce a working paper examining financial implications and the practices of other regional organisations.

4. The Secretariat has now reconsidered this matter and no longer wishes to seek a change in the provisions in the Staff Rules with regard to travel for compassionate reasons.

**C. New Positions**

5. CRGA 14 considered document SPC/CRGA 14/WP.10, concerning the creation of two new positions of Economic Statistics Adviser and Economic Statistics Trainer in the Statistics Programme.

6. The Committee (paragraph 15 of its Report):

- (a) *Endorsed the proposals contained in document SPC/CRGA 14/WP.10 for strengthening the SPC Statistics Programme and enabling it to assist countries to enhance their capability to provide reliable economic statistics; and*
- (b) *Agreed to recommend to the Thirty-first South Pacific Conference that the positions of Economic Statistics Adviser and Economic Statistics Trainer be established, subject to the availability of extra-budgetary funding and of adequate office accommodation.*

**Action taken**

7. This item is listed for discussion under the Agenda Item Staffing and Administration — New Positions.



**D. Official Vehicles**

8. During discussion by CRGA 14 of document SPC/CRGA 14/WP.22 on official vehicles, concerns were raised by various countries relating to the need for the Secretariat to:

- (a) *Provide some form of detailed cost-benefit analysis of the proposal to increase the SPC's Noumea vehicle fleet by one vehicle;*
- (b) *Consider fully the running costs and other associated costs of the proposal;*
- (c) *Consider simplifying the procedures for claiming mileage allowance; and*
- (d) *Take into consideration the relevant factors such as the new autonomy of SPREP and SPREP's intention to acquire its own vehicle, as well as the move of the Tropical Agriculturalist to Fiji, and their impact on the need for a new SPC vehicle.*

9. CRGA 14 then agreed (paragraph 19 of its Report) to defer consideration of this proposal to the Fifteenth CRGA Meeting and directed the Secretariat to prepare a detailed working paper taking into consideration the concerns outlined and the views of the Management Systems Review in this connection.

**Action Taken**

10. This item is listed for discussion under the Agenda Item Staffing and Administration —  
(c) Official Vehicles.

**AGENDA ITEM 7 — FINANCE**

**A. Proposal to Increase Administrative Fee on Extra-Budgetary Funds**

11. CRGA 14 (paragraph 20 of its Report) considered document SPC/CRGA 14/WP.8 which contained a proposal to increase the administrative fee on extra-budgetary funds from six to ten per cent.

The Committee, noting that:

- (a) *The recent increase in SPC's activities has created a corresponding need for extra resources to manage them;*
- (b) *Although many extra-budgetary programmes are not currently subject to the administrative fee, it would be desirable for all such projects to include sufficient resources to cover their administration;*



- (c) *The recent Review of Management Systems might well make proposals relevant to this topic;*

*agreed to defer detailed consideration of a possible increase in the administrative fee pending the availability of the detailed findings of the Review.*

#### **Action taken**

12. This item is listed for further discussion under the Agenda Item Finance — (c) Proposal to Increase Administrative Fee on Extra-Budgetary Funds.

#### **C. Indications by Governments and Administrations of Contributions to the 1992 Budget**

13. During CRGA 14 (paragraph 38 of its Report), the following Representatives, on a basis of an increase of 1.56 per cent over the 1991 assessed contributions, indicated that their Governments and Administrations would pay their assessed contributions to the 1992 Budget:

- *American Samoa,*
- *Australia,*
- *Cook Islands,*
- *Federated States of Micronesia (with payment to be made soon after the beginning of the Fiscal Year, October 1991),*
- *Fiji,*
- *France (at the same real level as in 1991),*
- *Guam (with payment to be made soon after the beginning of the Fiscal Year, October 1991),*
- *Kiribati,*
- *Marshall Islands,*
- *Nauru,*
- *New Zealand (to be paid before the end of 1991),*
- *Northern Mariana Islands (to be paid during the first quarter of the 1992 Fiscal Year),*
- *New Caledonia (to be paid during the first quarter of the 1992 Fiscal Year),*
- *Palau,*
- *Papua New Guinea,*
- *Solomon Islands,*
- *Tonga (to be paid in July 1991, subject to approval by the Parliamentary Budget Session),*
- *Tuvalu (subject to approval by the Parliamentary Budget Session later in 1991),*
- *United Kingdom (provided that the amount is in line with the increase in inflation calculated according to the method laid down in document SPC/CRGA 11/Information Paper 2 presented to the Eleventh CRGA),*
- *United States of America (subject to Congressional approval and zero real growth),*
- *Vanuatu (subject to approval by the Parliamentary Budget Session in late 1991),*
- *Wallis and Futuna,*
- *Western Samoa (subject to Parliamentary appropriation).*

14. The following remarks were also made by representatives of CRGA 14 in relation to the Core-Budget:

[42]. Delegations commended the Secretariat for its efforts to keep the increase in the Core Budget at a reasonable level.

[44]. The Representative of Tokelau said that he would advise the Secretariat shortly of Tokelau's intentions regarding its assessed contribution.

[45]. The Representative of Tuvalu informed the Committee that his Government had not yet paid its 1991 contribution, but was making strong efforts to do so.

[46]. The Representative of the United Kingdom stressed that it was his Government's policy in all international forums, including SPC, to call for zero real growth. The United Kingdom maintained its lively interest in the Pacific region, as illustrated by its current extra-budgetary assistance to six SPC programmes. The United Kingdom recognised the need for increases in the Core Budget reflecting inflation within the region. The United Kingdom could not, however, accept an assessed contribution reflecting increases in the Core Budget caused by factors other than inflation.

[47]. The Representative of the United Kingdom reaffirmed his Government's position in support of zero real growth in the Core Budget of all international organisations of which the United Kingdom is a member. The Representatives of Australia and New Zealand associated themselves with this position. Australia noted that less pressure on the assessed contribution proportion of its support would allow greater focus to be given to its extra-budgetary support.

[50]. The Representatives of Fiji and Tonga stated that limiting the SPC Core Budget to a zero real growth was not in the best interest of the organisation. This view was shared by the Representatives of the Cook Islands and Guam.

[51]. In order that member countries may readily identify which increased costs are attributable to inflation and thus relevant to proposed increases in assessed contributions, the Committee requested the Secretariat (in line with (SPC/CRGA 11/ Information Paper 2, dated 23 August 1989 — Method of Calculation of Assessed Contributions) to provide for CRGA, each year, a paper indicating the increases in the weighted average CPI for member island countries and of the CPI for New Caledonia and Fiji; how each main sub-head of expenditure is affected; and how this is in turn reflected in proposed assessed contributions.

#### Action Taken

15. The information requested by CRGA 14 is being compiled by the Secretariat for submission to CRGA 15.

## **AGENDA ITEM 8 — REVIEW OF SPC MANAGEMENT SYSTEMS**

16. CRGA 14 (paragraph 52 of its Report) noted that the Review Team's Final Report on its review of SPC Management Systems was currently being compiled for submission to the Fifteenth Meeting of CRGA.

### **Action taken**

17. This item is listed for discussion under the Agenda Item Review of SPC Management Systems.

## **AGENDA ITEM 9 — NEW MEMBERS OF SOUTH PACIFIC COMMISSION**

18. CRGA 14 (paragraph 58 of its Report) agreed to recommend to the Thirty-first South Pacific Conference that a Sub-Committee of CRGA be established to conduct a review of the Canberra Agreement and address the membership issue.

19. The Representative of Australia indicated that he would explore the provision of assistance for the proposed sub-committee and would report further on this to the Fifteenth Meeting of CRGA. He suggested that membership of the sub-committee should be kept small and that the advice of the Secretariat should be sought on the particular areas of the Canberra Agreement which it is considered required amendment. The Representative of France indicated that France could probably offer technical assistance for the review.

### **Action taken**

20. This item is listed for discussion under the Agenda Item Appointment of Sub-Committee on Admission of New Members of the South Pacific Commission.

## **AGENDA ITEM 12 — SPC HEADQUARTERS BUILDING**

### **A. Reports of the SPC Headquarters Reconstruction Sub-Committee**

21. After extensive discussion of this item (paragraphs 63 to 102 of Report of CRGA 14), the Representative of American Samoa proposed that further discussion of this item be deferred to the next CRGA for the following reasons:

- (a) Only three small Island countries were firm in their desire to move to Receiving;
- (b) Many Island countries had asked France and New Caledonia to reconsider their offer;
- (c) There was no written assurance on the conditions of the transfer of the land at Receiving.

22. The Committee then agreed (paragraph 104 of its Report) to defer final consideration of the reconstruction of SPC headquarters to the Fifteenth Meeting of CRGA.

23. This item is listed for further discussion under the Agenda Item SPC Headquarters Building — (i) Reconstruction of South Pacific Commission Headquarters.

#### **B. Office accommodation issues**

24. After discussion of document SPC/CRGA 14/WP.16 on the SPC's severe and urgent problems in respect of office accommodation, as well as document SPC/CRGA 14/WP.25, presented by the SPREP Secretariat, on the financial evaluation of SPREP office space alternatives, CRGA 14 (paragraph 116 of its Report) requested the Secretariat to identify concrete solutions to this problem and to keep CRGA informed of further developments with respect to the solutions and possible difficulties.

25. This item is listed for further discussion under the Agenda Item SPC Headquarters Building — (ii) Office Accommodation Issues.

#### **AGENDA ITEM 13 — AGENDA FOR THE THIRTY-FIRST SOUTH PACIFIC CONFERENCE**

26. CRGA 14, after considering and discussing the role of the October CRGA in determining the final agenda of future South Pacific Conferences, agreed (paragraph 119 of its Report) that the Secretariat continue to issue the provisional agenda for the Conference, in accordance with the Conference Rules of Procedure, that this then be tabled at the October CRGA, revised to reflect the direction of CRGA discussions if necessary, and referred to the Conference as its provisional Agenda. The Committee further agreed that items to be added to the agenda be kept to a minimum.

#### **Action taken**

27. This item is listed for further discussion under the Agenda Item Revised Provisional Agenda for the Thirty-first South Pacific Conference.



# **AGENDA ITEM 14 — EVALUATION OF THE 1990 WORK PROGRAMME**

28. Responding to requests for more expeditious despatch, ensuring timely receipt, of CRGA and Conference documents, the Secretariat, after outlining the difficulties with airline services in the region, advised delegates (at paragraph 154 of the Report of CRGA 14) that it would consider better alternatives, including the possible use of the diplomatic bag.

## **Action Taken**

29. The possible use of a diplomatic bag is being pursued with the Representative of the Marshall Islands. The Secretariat proposes to try out this arrangement over a fixed period of time.

# **AGENDA ITEM 15 — INTRODUCTION AND CONSIDERATION OF THE SECRETARIAT'S PROPOSED INTEGRATED WORK PROGRAMME FOR 1992**

30. CRGA 14 (paragraph 163 of its Report) took note of the following points that were made during discussion of the prioritisation of Work Programme activities:

- (a) *Within each sector of the Work Programme, a five-year strategic plan should be developed (similar to that proposed under Item 3007 — Tuna and Billfish Assessment Programme). This plan would identify priorities within the sector and would be drawn up in consultation with sectoral specialists attending regional meetings such as the Regional Technical Meeting on Fisheries, the PHALPS Conference, the Directors of Health Conference, etc.;*
- (b) *SPC Management, on the basis of its discussions with individual governments of their national priorities and its own philosophy, would then identify priorities in the Work Programme on an overall, rather than sectoral basis;*
- (c) *CRGA would examine the activities proposed in the draft Work Programme and Budget in the light of:*
  - (i) *Overall priorities;*
  - (ii) *Finance available.*
- (d) *Although donors had their own priorities in deciding where to allocate extra-budgetary funds, they tended to give the highest priority to those projects identified by Island Governments as being the most important;*
- (e) *The terms of reference of the current Management Systems Review exercise directed an examination of procedures for prioritisation of the Work Programme and recommend improvements. The Report of this Review would be considered by the Fifteenth Meeting of CRGA and would no doubt offer guidance on ways of devising appropriate methods for allocating priorities*

31. This item is listed for further discussion under the Agenda Item Review of SPC Management Systems.

#### **AGENDA ITEM 16 — VENUE FOR THE THIRTY-SECOND (1992) SOUTH PACIFIC CONFERENCE**

32. CRGA 14 (paragraph 180 of its Report) agreed to recommend to the Thirty-first South Pacific Conference that the Thirty-second South Pacific Conference be held in Fiji, and noted that the exact dates would need to be established in relation to the Sixth Festival of Pacific Arts, due to be held from 16 to 27 October 1992 in the Cook Islands.

##### **Action Taken**

33. This item is listed for discussion by the Thirty-first (1991) South Pacific Conference under the Agenda Item Venue for the Thirty-second South Pacific Conference.

#### **AGENDA ITEM 17 — THEME FOR THE THIRTY-FIRST SOUTH PACIFIC CONFERENCE**

34. CRGA 14 (paragraph 181 of its Report) noted with deep interest and approved the proposed theme for the Thirty-first South Pacific Conference: 'Telecommunications linkages: the case of the Pacific', as outlined in document SPC/CRGA 14/WP.23.

##### **Action taken**

35. This item is listed for discussion by the Thirty-first (1991) South Pacific Conference under the Agenda Item 'Theme for Conference Discussion: Telecommunication and Linkages: the case of the Pacific'.

#### **AGENDA ITEM 18 — REPORT OF THE SOUTH PACIFIC CONFERENCE**

##### **Action Report of the South Pacific Conference**

36. In discussing the content of the Report on the South Pacific Conference (paras. 182-186 of the Report), the Committee congratulated the Secretariat on taking the initiative to present document SPC/CRGA 14/WP.6, in the light of the economies that its acceptance would entail. Some delegations also commented on ways in which other documentation prepared by the Secretariat might usefully be reduced in length.

37. CRGA 14 then agreed to recommend to the Thirty-first South Pacific Conference that it adopt the following guidelines for the content of the published version of South Pacific Conference Reports:

(a) *The Summary of Proceedings, in a similar style to that of past Reports;*

(b) *The following annexes:*

- *The Reports of the May and October CRGA meetings;*
- *The Secretary-General's address on the Work Programme and Budget and the Commission's achievements and prospects;*
- *The approved Work Programme and Budget for the following year;*
- *The list of participants and observers, with addresses;*
- *Such other annexes as the Conference specifically directs.*

38. CRGA 14 also agreed to recommend to the Thirty-first South Pacific Conference that the following procedure be adopted in relation to statements made during the Conference:

(a) *Opening addresses to the Conference no longer be annexed to the Report, but be printed and distributed, in the original language only, during the Conference;*

(b) *Statements by Leaders of Delegations no longer be annexed to the Report, but statements by those leaders who wish their text to be available to delegates in writing be distributed in the original language only;*

(c) *Statements by observers and thematic presentations no longer be annexed to the Report. Observers and speakers making thematic presentations who wish to make the texts of their statements available to the Conference will be requested to provide the Secretariat with an adequate number of copies for distribution in either English or French (whichever is the original language).*

#### **Action taken**

39. This item is listed for discussion by the Thirty-first (1991) South Pacific Conference under the Agenda Item Report of the South Pacific Conference.

#### **AGENDA ITEM 19 — RECOMMENDATIONS OF THE THIRTEENTH REGIONAL CONFERENCE OF PERMANENT HEADS OF HEALTH SERVICES**

40. CRGA 14 considered and discussed document SPC/CRGA 14/WP.9 on the recommendations of the Thirteenth Regional Conference of Permanent Heads of Health Services.

41. CRGA 14 agreed (para. 189 of the Report) to recommend to the Thirty-first South Pacific Conference that it approve the recommendations. However, the Committee recommended approval of Recommendation No. 6 with the proviso that there be no recruitment to the additional post of Health Educator in view of the Secretariat's current inability to provide appropriate office accommodation, housing and support services.

#### **Action Taken**

42. This item is listed for consideration by the Thirty-first (1991) South Pacific Conference under the Agenda Item Reports of the Committee of Representatives of Governments and Administrations Meetings of May 1991 and October 1991.

### **AGENDA ITEM 22 — OTHER BUSINESS**

#### **B. SPREP Intergovernmental Meeting — Venue (paras 194-196 of the Report)**

43. The Secretary-General read to CRGA 14 a letter from the President of French Polynesia stating that, because of current financial difficulties, French Polynesia would no longer be able to host the SPREP Intergovernmental Meeting scheduled for July 1991. The Secretary-General explained that a new venue was urgently needed, as under the terms of the SPREP Convention, a meeting of Contracting Parties to the Convention must be held within one year of the Convention coming into force, i.e. before 2 August 1991.

44. The Representative of New Caledonia formally offered New Caledonia as the new venue for this meeting. He indicated that New Caledonia would need the assistance of the SPC and SPREP Secretariats, but no financial costs would be required of them. The Representative of New Zealand, noting that the SPREP Secretariat should be free to concentrate on the technical aspects of the meeting, offered assistance with the preparation of papers.

45. The Director of SPREP, accepting with gratitude the offer by New Caledonia, expressed the hope that the SPREP Secretariat would not need to be involved with the logistics of the meeting.

#### **Action Taken**

46. The meeting, hosted by New Caledonia, was held at SPC Headquarters. Despite the hope expressed by the Director of SPREP, both SPREP and SPC Secretariats were heavily involved in the logistics of this meeting.

#### **Recommended Action**

47. The Committee is invited to note the action taken by the Secretariat on the Report of the Fourteenth Meeting of the Committee of Representatives of Governments and Administrations.

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***WORKING PAPER 8***

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***Agenda For The  
Thirty-Second South Pacific Conference***

**RESTRICTED**

**SPC/CRGA 15/WP.8 (Closed Session)  
14 August 1991**

**ORIGINAL: ENGLISH**

**SOUTH PACIFIC COMMISSION**

**FIFTEENTH MEETING OF THE  
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS  
(Nuku'alofa, Kingdom of Tonga, 28 — 31 October 1991)**

**AGENDA FOR THE THIRTY-FIRST SOUTH PACIFIC CONFERENCE  
(Paper presented by the Secretariat)**

**BACKGROUND**

1. During the Thirtieth South Pacific Conference, the Representative of Papua New Guinea, during discussion of other business, suggested that, in future, the agenda for South Pacific Conferences should be determined by the CRGA, rather than by the Secretariat. He proposed that this issue be examined by the May 1991 CRGA (Report of the Thirtieth South Pacific Conference, para. 139).

2. Paragraphs 11, to 15 of the Rules of Procedure for the South Pacific Conference provide that:

### Agenda

11. *A provisional Agenda for each Conference shall be distributed by the Secretary-General and shall include:*

- (a) a report by the Secretary-General on action taken by the Secretariat on the resolutions of the previous Conference;*
- (b) the report of the Committee of Representatives of Governments and Administrations preceding the Conference;*
- (c) the proposed Work Programme and Budget;*
- (d) items recommended for inclusion by a previous Conference;*
- (e) items proposed by the Secretariat;*
- (f) items proposed by member Governments and Administrations that are within the competence of the Commission;*
- (g) the appointment of Principal Officers of the Commission.*

12. *Items proposed for inclusion in the provisional Agenda together with supporting papers shall reach the Secretary-General not later than ninety days before the Conference.*

13. *The provisional Agenda together with working papers shall be circulated by the Secretary-General at least sixty days prior to the Conference.*

14. *A revised provisional Agenda, which shall include late submissions, any comments on the provisional Agenda, or supporting papers shall be circulated at least thirty days before the Conference.*

15. *The Conference shall:*

- (a) approve the Agenda which shall provide that items (b) and (c) hereunder take precedence over other business;*
- (b) examine, amend as required, and adopt the draft Work Programme and Budget recommended by the Committee of Representatives of Governments and Administrations taking into account the confirmation by Governments and Administrations of the level of their financial contributions;*
- (c) consider, as appropriate, any aspect of the administration of the South Pacific Commission;*
- (d) confirm the nomination of Principal Officers;*
- (e) direct the Secretary-General as to the Policy to be followed in the preparation and the control of Work Programme and Budget to be presented to the Conference;*
- (f) examine any others matters of common interest within the competence of the Commission.'*

3. CRGA 14 considered and discussed document SPC/CRGA 14/WP.5, on the role of the October CRGA in determining the final agenda of future South Pacific Conferences.

4. CRGA 14 agreed that it would be desirable for CRGA to be able to have some input into the provisional agenda for South Pacific Conferences, to ensure that the agenda was pertinent and relevant.

5. CRGA 14 agreed that the Secretariat continue to issue the provisional agenda for the Conference, in accordance with the Conference Rules of Procedure, that this then be tabled at the October CRGA, revised to reflect the direction of CRGA discussions if necessary, and referred to Conference as its provisional Agenda. The Committee further agreed that items to be added to the agenda be kept to a minimum (CRGA 14 Report, paras. 117-119).

#### ACTION

6. In accordance with this decision, a provisional agenda for the Thirty-first (1991) South Pacific Conference was distributed to all member countries on 17 June 1991 (Savingram No. 41 refers).

7. A revised provisional agenda for the Thirty-first (1991) South Pacific Conference has now been drafted, a copy of which is attached.

8. The Committee is invited to revise this provisional agenda further so as to reflect the direction of CRGA 14 discussions. This revised provisional agenda will then be submitted to Conference as its provisional agenda.

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ORIGINAL: ENGLISH

**SOUTH PACIFIC COMMISSION**

**THIRTY-FIRST SOUTH PACIFIC CONFERENCE**

(Nuku'alofa, Tonga, 28—31 October 1991)

**REVISED PROVISIONAL AGENDA**

Chairman : Representative of Tonga  
Vice-Chairman : Representative of Western Samoa

1. Adoption of Agenda
2. Adoption of Working Hours and Appointment of Committees
3. Report of the South Pacific Conference
4. Report of the Secretary-General on Action Taken on Resolutions of the Thirtieth South Pacific Conference
5. General Review by the Secretary-General on the Work Programme and Budget and on the SPC's Achievements and Prospects
6. Reports of the Committee of Representatives of Governments and Administrations Meetings of May 1991 and October 1991
7. Examination and Adoption of 1992 Work Programme and Budget
8. Review of SPC Management Systems
9. Appointment of Sub-Committee on Admission of New Members to South Pacific Commission
10. SPC Headquarters Building
  - (i) Reconstruction of SPC
  - (ii) Office Accommodation Issues

11. Statements by Delegations on Members' Assessed and Extra-Budgetary Contributions for 1992 Financial Year
  12. South Pacific Regional Environment Programme
  13. Climatic Change and Sea Level Rise in the South Pacific
  14. Theme for discussion by Conference: 'Telecommunications linkages: the case of the Pacific'
  15. Venue for the Thirty-second South Pacific Conference
  16. Appointment of Vice-Chairman for Thirty-second South Pacific Conference
  17. Appointment of Secretary-General
  18. Other Business
  19. Consideration and adoption of the Report of the Thirty-first South Pacific Conference
  20. Closing of the Thirty-first South Pacific Conference
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***WORKING PAPER 9***

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***Proposal For Addition Of New Members***

RESTRICTED

SPC/CRGA.15/WP.9 (Closed Session)  
14 August 1991

ORIGINAL: ENGLISH

**SOUTH PACIFIC COMMISSION**  
**FIFTEENTH MEETING OF THE**  
**COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS**  
(Nuku'alofa, Tonga, 22-25 October 1991)

**PROPOSAL FOR ADDITION OF NEW MEMBERS**  
(Paper presented by the Secretariat)

Background

1. The Fourteenth meeting of CRGA considered document SPC/CRGA.14/WP.12 and discussed the issue of admission of new members to the South Pacific Commission. The Committee felt that while there was no in-principle opposition to the admission of new members, further consideration of the possible impact of a change in the membership was warranted. Delegates were unanimous in opposing the introduction of different classes of membership and agreed that the Canberra Agreement would need to be updated. The Metropolitan members indicated that the views of the Island members were paramount on the membership issue.

2. The Committee further noted the useful contribution the working paper made to the discussion and acknowledged the inherent political nature of the topic. It recommended to the Thirty-first South Pacific Conference that a Sub-Committee of CRGA be established to address the membership issue and to review the Canberra Agreement.

Discussion

3. The issue of changing the membership of the South Pacific Commission is complex and, as noted by CRGA 14, contains political aspects. While the Secretariat papers have progressed the matter to-date, further resolution of these political aspects, in particular, may be better achieved by an appropriately qualified Sub-Committee of CRGA. Detailed terms of reference have not been established for the proposed Sub-Committee whose recommended role is:

- to address the new membership issue; and
- to review the Canberra Agreement.

Annex 1 to this document contains the framework of draft terms of reference which may assist CRGA's discussions.

4. While the determination of the Sub-Committee's terms of reference will clarify the required skills, it is apparent at this stage that CRGA/Conference experience, augmented by international legal drafting expertise, would be appropriate. In this context the offers of such legal drafting expertise made by France and Australia at CRGA 14 are particularly appreciated.

5. It would be beneficial in terms of costs and logistics to keep the Sub-Committee small. One possible format could be a 5-person group comprising:

|                    |   |                                |
|--------------------|---|--------------------------------|
| Chair-person       | - | a Pacific Island member        |
| Legal Aspects      | - | France and Australia           |
| Membership Aspects | - | 2 other Pacific Island members |

#### Cost and Administrative Implications

6. Formation of a Sub-Committee implies that it will meet at least once to conduct its business. On a complex issue such as this, several meetings may be required. At present there is no budget allocation for the Sub-Committee costs. Even if all members meet their own airfare and accommodation costs, the Secretariat will need additional resources to cover communication and co-ordination roles, hosting of the meeting and printing, translation and reporting costs. Further, should resources be found, the meetings would need to be carefully scheduled around existing participant and Commission commitments.

7. Indicative costings, drawn from the experience of the SPC Headquarters Reconstruction Sub-Committee, suggest that a minimum of 9,500 CFP units will be required for each 5-person Sub-Committee meeting in Noumea. A further compilation of costs and the assumptions applicable are shown in Table 1.

Table 1. Estimated Costs for Membership Sub-Committee

| <u>Item</u>                                                                                                                  | <u>CFP Units per meeting</u> |
|------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| 1. SPC Hosting, co-ordination, communication and reporting (assumes <u>all</u> members meet own airfare and per diem costs). | 9,500                        |
| 2. Pacific Island member fares and per diem (one each; assumes Metropolitan members meet own airfare and per diem costs)     | 15,750                       |
| 3. Metropolitan members' costs (one representative)                                                                          | 5,500                        |
| 4. Total Costs                                                                                                               | 30,750                       |

#### Other Assumptions

- i) meeting is held in Noumea
- ii) time in Noumea is limited to 5 days maximum
- iii) SPC in-house translation, interpretation, publishing is available at material cost only.

8. A least-cost proposal is the acceptance of the offers of France and Australia to work on the update of the Canberra Agreement and discussion by Island governments and administrations of the membership issue among themselves in the course of their normal regional relations. This scenario would see France and Australia charged with provision of drafts (in both languages) for consideration by a special working group of CRGA 16 (May 1992). In this instance the additional costs to the Secretariat would be minimal and include only those of distributing the already translated drafts as a working paper prior to CRGA 16.

9. Liaison between the Island members on the implications of new membership could proceed in the same period. The Secretariat could then receive views in advance and provide a summary of these to CRGA 16. In this way views would emerge in an unforced manner and appropriately reflect the Pacific style of discussion.

Recommendation

10. That CRGA:

(a) consider the relative merits of

(i) Formation of a Sub-Committee to update the Canberra Agreement and to address the membership issue,

or

(ii) Acceptance of the offers of France and Australia to provide, for CRGA 16, drafts in both languages of proposed revisions to the Canberra Agreement and informal consultations to progress the membership issue;

(b) Recommend to the Thirty-first Conference the preferred course of action;

(c) Discuss and agree terms of reference for (b) above; and

(d) If required, agree on a funding basis for the work of the Sub-Committee.

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**NEW MEMBERSHIP SUB-COMMITTEE**  
**FRAMEWORK FOR TERMS OF REFERENCE**

1. To consider in detail the Canberra Agreement as amended and associated memoranda, and to recommend appropriate wording to update the Canberra Agreement:

- (a) In accordance with current practice; and
- (b) To provide mechanisms to effect a change in the South Pacific Commission membership.

2. To progress the consideration of the implications of a change in South Pacific Commission membership through either:

- (a) Establishment of a Sub-Committee of CRGA
- or
- (b) Further informal collaboration, between Pacific Island members in particular, leading to subsequent discussion at the Sixteenth CRGA in Noumea in May 1992.
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***WORKING PAPER 10***

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***SPC Headquarters Reconstruction***



**RESTRICTED**

**SPC /CRGA.15 /WP.10 (Closed Session)**  
**25 July 1991**

**ORIGINAL: ENGLISH**

**SOUTH PACIFIC COMMISSION**

**FIFTEENTH MEETING OF THE  
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS**  
(Nuku'alofa, Tonga, 22 - 25 October 1991)

**SPC HEADQUARTERS RECONSTRUCTION**  
(Paper presented by the Secretariat)

**BACKGROUND**

1. The current South Pacific Commission headquarters building was constructed by the United States Army over 45 years ago and is inadequate for its current use in terms of amenity, size, structural integrity, cost of maintenance and fire hazard. The structure has been the subject of several technical appraisals, all of which have concluded replacement is the preferred option. The issue of reconstruction of SPC headquarters has enjoyed the attention of two sub-committees, several conferences and numerous CRGAs. To date, a decision on reconstruction has not been taken, the receipt of an offer for a fully funded office structure on the Receiving site in Noumea notwithstanding

**DISCUSSION**

2. The Thirteenth CRGA received the report of the SPC Headquarters Reconstruction Sub-Committee (SPC/CRGA.13/WP.11) on its meetings held in Noumea from 3 to 7 July 1990 and Fiji from 13 to 17 August 1990. That Committee subsequently agreed to recommend to the Thirtieth South Pacific Conference:

- (a) *that the Headquarters of the South Pacific Commission remain in Noumea, New Caledonia, subject to the development of a satisfactory funding arrangement;*
- (b) *that for planning purposes, the indicative figure of 2.45 billion CFP francs, made up of 1.6 billion CFP francs for offices and 0.8 billion CFP francs for accommodation, be adopted on a provisional basis;*
- (c) *the adoption of a building plan and budget for office accommodation that would cater for projected requirements for the year 2000 and would be funded from extra-budgetary grants rather than loans or assessed contributions;*
- (d) *the adoption of the second option for residential accommodation, namely construction of three villas and 50 apartments, with construction to be self-financed;*

- (e) *that a limited international design competition or selection process between at least six of the most distinguished architects from SPC member countries be organised.*

*In considering the choice of site for reconstruction of SPC Headquarters, the Committee recognised the attachment of SPC members to the Anse Vata site and the fact that it provides a highly appropriate setting for the premier organisation of the region. The Committee noted also that New Caledonia derives considerable benefits from SPC's presence in Noumea and recognised that the development of the Anse Vata site for tourism could provide a further stimulus to the economic well-being of the Territory. The Committee further noted that, apart from the offer by France and New Caledonia, no substantial resources for reconstruction were as yet forthcoming, and that, in view of international trends and the vulnerability of small Island countries, many SPC members would have difficulty in making a significant contribution towards building costs.*

*At the request of the Chairman, delegations indicated their preference for particular sites. It was noted that twelve countries, including two that had preferred Anse Vata, indicated support for the receiving site, on condition that France and New Caledonia offered a more satisfactory financial package. Five countries expressed a preference for the Receiving site without reservations. Five countries indicated that they would follow the consensus. Three countries reserved their position.*

*The Committee therefore agreed in principle to recommend to the Thirtieth South Pacific Conference that SPC headquarters be reconstructed on the Receiving site, subject to satisfactory financing being agreed and on the understanding that the French and New Caledonian authorities would make every effort to increase significantly their proposed financial contribution to reconstruction and assist the Secretariat in reducing the high operating costs entailed by remaining in Noumea.*

3. *The Thirtieth South Pacific Conference in turn received the report of CRGA 13 and found, following discussion, that it was not able to resolve the issue satisfactorily. Its report (para. 67) states:*

*After full and exhaustive discussion, the Thirtieth South Pacific Conference:*

- 1. Noted with appreciation the useful report of the SPC Headquarters Sub-Committee;*
- 2. Agreed that any decision on the rebuilding or relocation be deferred to the Thirty first South Pacific Conference in 1991;*
- 3. Agreed that the existing Headquarters Sub-Committee be mandated to comprehensively examine the following issues, enlisting the services of international experts as it considers appropriate, and to report to the Fourteenth Meeting of the Committee of Representatives of Governments and Administrations on:*

- (a) The total long term set-up and operational costs of each of the following option:*

- (i) Rebuilding of the Anse Vata site,*
- (ii) Rebuilding on the Receiving site,*
- (iii) Refurbishment of the existing Anse Vata complex;*

- (b) The full direct and indirect economic and related benefits to the Territory of New Caledonia of hosting the SPC headquarters;*

- (c) *To re-examine the commercial value of the various site in New Caledonia;*
- (d) *To ascertain for comparative purposes what funding and concessions have been granted by other host countries and municipalities to international organisations located on their territory;*
- (e) *To examine the comparative operational costs in another Island country;*
- (f) *The Sub-Committee is further mandated to explore all possible sources of finance;*
- 4. *Agreed that the Sub-Committee should hold two meetings in Noumea, from 4 to 8 February and 8 to 12 April 1991;*
- 5. *Agreed to respectfully urge:*
  - (a) *The Government of France to reconsider its proposed financial contribution to reconstruction, to increase that contribution, and to apply this reconsideration to both the Anse Vata and Receiving sites. Consideration should be given to meeting some or all of the costs of housing and to exploring alternative options for housing finance such as lease-back and self-financing within SPC's annual budget ceiling;*
  - (b) *New Caledonia to reconsider the extent of its contribution to both the Anse Vata and Receiving sites, including financial and concessional assistance, as well as contributions and planning policy decisions which might be made by the Municipality of Noumea, so that it would be easier for the Thirty-First South Pacific Conference to make a decision on the SPC Headquarters reconstruction;*
- 6. *Encouraged SPC members to consult further with their respective governments on SPC Headquarters reconstruction and, if appropriate, inform the Sub-Committee, through the Secretary-General, of their positions before its second meeting (8 - 12 April 1991);*
- 7. *Requested the Fourteenth Meeting of the Committee of Representatives of Governments and Administrations to determine if any further action is needed, either by the Sub-Committee or by the CRGA itself, towards the resolution of this matter;*
- 8. *Noted that a complete report should be submitted to the Fifteenth CRGA in October 1991, and that a final report would be submitted to the South Pacific Conference in Tonga, 1991, for the final decision on this matter;*
- 9. *Welcomed the generous offers by the French Government to contribute the sum of FF100,000 to the costs of the Sub-Committee, and by the Government of Australia to provide the services of Mr Peter Thompson to the Sub-Committee.*
- 4. *The Fourteenth CRGA then received the reports (SPC/CRGA.14/WP.7 and 14) of the third and fourth meetings of the SPC Headquarters Reconstruction Sub-Committee, which were introduced by the Sub-Committee's Chairperson, the Representative of American Samoa. He noted (para 65 of CRGA.14/Report):*

*that the overall budget required to cater for reconstruction to meet needs in the year 2000 was estimated to be 2.45 billion CFP francs, of which 1.6 million was required for offices and the Secretary-General's residence and the remainder for villas for the Director and Deputy Director of Programmes and 50 staff apartments. Funding offers received from France, New Caledonia and Australia amounted to 100 per cent of the current estimated costs of constructing office accommodation and the Secretary-General's residence on the Receiving site. The offer by France and New Caledonia was confined to the Receiving site, while Australia's offer was unconditional. The Sub-Committee's mandate was to study three options:*

- rebuilding at Anse Vata,*
- rebuilding at Receiving,*
- refurbishment at Anse Vata,*

*but not to recommend a specific site. Costs for rebuilding at Anse Vata were 10 per cent more, and costs for refurbishment at Anse Vata 10 per cent less than for rebuilding at Receiving. The Receiving site was slightly smaller than that at Anse Vata. France had provided verbal assurance (to be confirmed in writing) that the land agreement for the Receiving site would be at least as beneficial to SPC as the agreement for the present site. Island members of the Sub-Committee had expressed continued concern at the high costs of operating SPC from Noumea.*

5. Again extensive discussion was unable to produce a clear consensus and the matter was referred to the Fifteenth CRGA for decision. Subsequent to CRGA 14, written advice has been received from the Representative of France that the terms of the proposed lease agreement for the Receiving site will be at least as beneficial to SPC as the agreement for the present site.

#### RECOMMENDED ACTION

6. There have been no substantive developments since the Fourteenth CRGA. The documents referred to above contain the discussion of the respective positions and provide the technical, costing and engineering detail. The Fifteenth CRGA is invited to consider further the issue of reconstruction of the SPC headquarters and to make appropriate recommendations to the Thirty-First South Pacific Conference.

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***WORKING PAPER 11***

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***Consultancy Report On***  
***SPC Youth And Adult Education Programme***



**RESTRICTED**

SPC/CRGA 15/WP.11 (Closed Session)  
5 August 1991

ORIGINAL : ENGLISH

**SOUTH PACIFIC COMMISSION**

**COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS**  
(Nuku'alofa, Kingdom of Tonga, 22 – 25 October 1991)

**CONSULTANCY REPORT ON SPC YOUTH AND ADULT EDUCATION PROGRAMME**

**Sam Vanini**  
Consultant

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## **SUMMARY OF RECOMMENDATIONS**

Eight recommendations are submitted for consideration.

Five of these relate to training and are prefixed by the number 1. These come under Activity 7401, 'Training for Youth and Community Workers'.

Three strategies are employed to implement this activity. They are Training (Recommendation 1A); Awards for youth work training within the region (Recommendation 1B); and Seminars and workshops (Recommendation 1C). Recommendations 1A(b) and 1A(d) are supporting recommendations to sub-paragraphs (b) and (d) of Recommendation 1A.

Recommendations 2, 3 and 4 are directed to the other three activities being evaluated.

Thus the full list of recommendations is as follows.

- 1A(b): Training of Youth and Community Workers
- 1A: Support to Recommendation 1A
- 1A(d): Support to Recommendation 1A
- 1B: Awards for Youth Work Training Within the Region
- 1C: Seminars and Workshops
- 2: Pacific Youth Council (Youthlink)
- 3: Regional Youth Seminar
- 4: Post of Assistant Youth Development Officer

### **1. RECOMMENDATION 1A - TRAINING OF YOUTH AND COMMUNITY WORKERS**

**It is recommended that:**

(a) The SPC Youth and Adult Education Programme, Activity 7401, 'Training for Youth and Community Workers', be the activity head for the three separate training sub-activities listed below, with each having a separate funding allocation reflecting priority of input to basic and village community level;

(b) The SPC Youth Programme assist member countries in the design and the implementation of a Special Extension Course of Continuing Education (SECCE), to be operated nationally and directed towards the professional development of basic- and village-level youth and community workers. (*Refer to supporting Recommendation 1A(b) and Appendix 1, below*);

(c) The SPC Youth Programme offer sub-regional short courses and seminars for youth and community workers at middle management level, executives and trainers, directed towards improving the capacity of national youth organisations to provide relevant and effective support to basic- and village-level youth and community workers;

(d) The SPC Youth Programme organise and conduct annually a three- to six-month regional/ sub-regional residential course for planners, national youth managers, directors and top executives of government and non-government youth organisations, directed towards reviewing existing youth policies and strategies, establishing national out-of-school youth data systems, etc., with a view to readdressing the priority needs of youths. Appropriate topics would include evaluation and development management, participatory research by youth on youth, and new strategic alternatives. *(Refer to supporting Recommendation 1A(d) and Appendix 2, below).*

**2. SUPPORTING RECOMMENDATION 1A(b) – SPECIAL CONTINUING EDUCATION EXTENSION COURSE FOR BASIC VILLAGE-LEVEL WORKERS AND LEADERS (Details in Appendix 1)**

**Taking into consideration:**

- the efforts of other youth organisations working in the region,
- the efforts of international organisations to reach young people at the grassroots level,
- the possible advance of a socially enterprising decade and the adverse effect the mounting socio-economic pressures will have on rural youth,

**it is recommended that:**

- (a) The aims and objectives of the Youth and Adult Education Programme be re-defined to focus as top priority on the needs of rural young people in basic and village level;
- (b) The SPC Youth Programme assist a special department or agency, identified and resourced by governments to be directly responsible for the implementation of this programme at basic and village community levels;
- (c) It is further recommended that the SPC Youth Programme:
  - (i) Strengthen the capabilities of young people in basic and village-level communities in the countries of the region and enhance their social and support sub-systems by organising a Special Continuing Education Extension Course for youth and their leaders;
  - (ii) Encourage them to identify, analyse and articulate, with clarity and confidence, their social, cultural, economic and organisational needs and priorities; and
  - (iii) Assist them with the relevant human, vocational and managerial skills and support facilities needed to achieve their desired goals.

## ABBREVIATIONS

|       |   |                                                                 |
|-------|---|-----------------------------------------------------------------|
| AYDO  | : | Assistant Youth Development Officer                             |
| CETC  | : | SPC Community Education Training Centre, Narere, Fiji           |
| CRGA  | : | Committee of Representatives of Governments and Administrations |
| CYP   | : | Commonwealth Youth Programme                                    |
| IYY   | : | International Youth Year                                        |
| MTU   | : | Mobile Training Unit                                            |
| NGO   | : | Non-government organisation                                     |
| RMC   | : | SPC Regional Media Centre, Nabua, Suva                          |
| SECCE | : | Special Extension Course for Continuing Education               |
| SPC   | : | South Pacific Commission                                        |
| USP   | : | University of the South Pacific                                 |
| YDO   | : | Youth Development Officer                                       |

## DEFINITION OF TERMS USED

**Basic communities:** used in this study to refer to the primary social group young people join, outside their nuclear family, after they leave full-time schooling.

**Local, provincial, areas, island-level organisations:** the closest organisation above the basic community level, but below the national level, to which young people look for assistance.

**3. SUPPORTING RECOMMENDATION 1A(d) ABOVE – DEVELOPMENT, MANAGEMENT AND EVALUATION EDUCATION (Details in Appendix 2)**

**It is recommended that:**

- (a) SPC extend the capabilities and resources of CETC to enable it to accommodate the training operation and resources of the SPC Youth Programme, including residential training and the Programme's communication and resource units;
- (b) A regional or sub-regional training course in management training, policy formulation, participatory research, strategic planning and analysis, social statistics and development and evaluation education, etc. be conducted as a matter of urgency for senior youth and community planners, community development strategists, administrators, senior church and traditional leaders;
- (c) The Youth Programme develop relevant Pacific literature on youth in the area of development and evaluation education and commission studies in this area annually.

**4. RECOMMENDATION 1B – AWARDS FOR YOUTH WORK TRAINING IN THE REGION**

**It is recommended that:**

- (a) The SPC Youth and Adult Education sub-activity formerly known as 'Award for Youth Work Training within the Region' be reinstated, with separate and increased funding;
- (b) Its objectives be clearly defined to meet the special and priority needs of requesting countries;
- (c) Awards be classified in order to benefit all levels of youth work in member countries, especially the smaller and isolated states.

**5. RECOMMENDATION 1C – SEMINARS AND WORKSHOPS**

**It is recommended that:**

- (a) Seminars and workshops be classified as a separate sub-activity of the Youth and Adult Education Programme, with funds allocated separately;
- (b) National seminars be directed as a matter of priority towards issues relating to policy, employment and drug and substance abuse;

(c) Sub-regional seminars be directed towards developmental and problematic issues, and be designed to provide a forum for young people's views and for debate on commissioned research and studies;

(d) Regional seminars be organised to respond to sub-regional youth issues, regional priorities, innovations and initiatives, international issues and regional youth action if suggested by the South Pacific Conference.

## **6. RECOMMENDATION 2 – PACIFIC YOUTH COUNCIL (YOUTHLINK)**

**It is recommended that:**

(a) The title of this activity be changed to 'Youth and Community Resource and Communication Network';

(b) The scope of the proposed network be broadened to include on-the-job support in the following areas:

- (i) Human resource development,
- (ii) Information exchange,
- (iii) Research and development education;

(c) To reach a wider target group, other modes of communication, including video, audio, booklets, bulletins, etc. be used, a more efficient production system be found and a more reliable delivery method established through better networking contact;

(d) This activity support and reinforce all other activities under the Youth and Community Education Programme, provide linkage with other SPC programmes (especially those under Community Education Services) and work in close co-operation with relevant youth and related regional and international organisations;

(e) One full-time youth communication specialist be appointed and located in Suva, working with CETC and RMC; this officer should have sufficient resources to function efficiently and should be fully responsible for this service (*Refer also to same officer in Recommendation 4*).

## **7. RECOMMENDATION 3 – REGIONAL YOUTH SEMINAR**

**To ensure:**

- The cost-effectiveness of all activities sponsored by the Youth and Adult Education Programme,
- The relevancy of its policy, strategies and programme to meet new needs,

- The continued efficiency of its service delivery systems,
- The accommodation of the special needs of small states and village and basic communities,
- The participation and maximum utilisation of existing socio-economic systems, improved networking and the sharing of national resources for the benefit of young people,
- The provision of a forum for meaningful dialogue and exchange,

And:

- For reasons of cultural sensitivity and preservation,
- And to increase its programme visibility and strengthen its regional solidarity,

**it is recommended that:**

- (a) The title of Item 7403 'Regional Youth Seminar' be changed to '**Pacific Sub-regional Youth and Adult Education Forum**';
- (b) SPC assist in the establishment of three such fora, one each in Micronesia, Melanesia and Polynesia, and facilitate meetings of these fora at least once every two years;
- (c) Membership in these sub-regional fora comprise policy-makers in youth and adult education from member governments and leading non-governmental youth agencies;
- (d) The function of these fora be to advise SPC on such areas as:
  - (i) The effectiveness of its Youth and Adult Education Programme;
  - (ii) The relevance of its policy and programmes;
  - (iii) Alternative strategies and changes in programmes and policy to meet new needs;
  - (iv) The efficiency of service deliveries;
  - (v) The effective utilisation in the sub-region of assistance from SPC and other sources;
- (e) The fora should also provide an arena for dialogue, resource-sharing and exchange.

**It is further recommended that:**

- (f) On the third year after the sub-regional fora have met, SPC call a regional conference of representatives of the three fora to submit major policy recommendations for appropriate action by CRGA and the South Pacific Conference.

*(Names, titles and timing of the above recommendation are suggestions only and may be decided by the 1991 Youth Seminar, or another appropriate SPC meeting.)*



#### **8. RECOMMENDATION 4 – POST OF ASSISTANT YOUTH DEVELOPMENT OFFICER**

**It is recommended that:**

- (a) The post of AYDO be confirmed, salary and allowances met from the Core Budget, and provision for travel and project funds allocated as appropriate;
- (b) The duty statement of this position be readjusted as discussed in the review and aligned with the appropriate sections of this recommendation.

**It is further recommended that two additional staff be appointed, as follows:**

- (c) One Youth and Community (Adult) Training Officer, to be responsible for all matters relating to the planning and conduct of the training function of the Youth and Adult Education Programme, both out-reach and residential;
- (d) One full-time Youth Communication Officer, to be responsible for all the publication requirements of the Youth and Adult Education Programme and for the establishment and operation of the SPC Youth and Adult Education Resource Unit;

**and that:**

- (e) These two officers, when appointed, be based in Suva, Fiji, so that apart from the benefits of working in collaboration with CETC and RMC, they can liaise directly with the Fiji-based CYP, USP, the UN agencies and other relevant organisations that have agencies in Fiji.

*(Note: There is no duplication of functions between the Youth and Adult Training Officer (proposed above) and the Instructor in Community Development at CETC (existing). The former is responsible for top-level residential management courses (Recommendation 1A(d) and also for national and basic/village-level courses (mobile/out-reach) (Recommendation 1A(b) and (c)).*

*There is no reason why these officers should not collaborate. This is a management decision.)*

## **A. PREAMBLE**

1. The Youth and Adult Education Programme of the South Pacific Commission has now been in operation in the Pacific Islands for approximately 25 years. It was established in 1965 as a regional response to the expressed need of Pacific Islands governments and administrations.
2. The programme is now being evaluated for the first time. While attempts were made to search for some quantitative indicators to assess its impact, effectiveness and relevancy, this was found to be extremely difficult. Since the programme has been allowed to run without a review for a long time, and has been very flexible in its direction and emphasis, with only one staff member to administer it, it was perhaps destined to lose its continuity, together with its valuable 25 years of experience in youth work in the Pacific.
3. This report therefore highlights the needs, processes, constraints and outcomes of the programme rather than its cost-effectiveness.
4. Visits were made to 20 countries. Questionnaires were completed in the context of interviews with individuals in these countries. These were supplemented with meetings, official and unofficial conferences, lectures and interviews, both public and private. Attempts were made to obtain responses to the questionnaire at six levels in each country, to contribute to the completeness of the review. In all countries, the views of young people themselves were solicited and they are included in this report.
5. The introduction briefly explains the parameters and limitations of the study and a brief overview attempts to cover the programme since its inception.
6. The report is arranged according to various programme activities. Supporting recommendations are given in the appendices.
7. The programme has four activities: Training of Youth Workers, Pacific Youth Council (Youthlink), the Regional Youth Seminar and the post of Assistant Youth Development Officer (AYDO). The training component is treated in some detail because it includes three different sub-activities (training, awards and seminars). The review has attempted to break down these activities into sub-components for methodical treatment. The other three activities (Pacific Youth Council (Youthlink), Regional Youth Seminar and the AYDO are each the subject of a straight-out review.

## **B. INTRODUCTION**

1. **The place of this study, its parameters and limitations**
8. This evaluation was commissioned by the Twenty-ninth South Pacific Conference in 1989. The programme was selected for evaluation in accordance with SPC's standing policy that one of its programmes be the subject of an evaluation each year.
9. The Youth and Adult Education Programme was selected ahead of others because of the difficulties the programme was experiencing, including, in particular, the continuous lack of staff and funding.

10. It was felt by the Conference that the time was opportune for the programme to be the subject of a review by an independent evaluator with Pacific youth work experience.

11. Four activities come under the Youth and Adult Education Programme. While the terms of reference for the evaluation were to make a comprehensive review of all four activities, justice could not be done to the evaluation without some consideration of issues that influence the impact and effectiveness of the Youth Programme, directly and indirectly.

12. While the questionnaire attempted to gauge the impact of the Programme on adult education, it was found that the parameters, interpretation and implementation structure, strategies and programmes of adult education in the region were too big a topic for this evaluation.

13. Because this was the first evaluation of this programme, reference materials and resources desired by the reviewer were either not readily available, or were available only in a form that did not lend itself readily to an in-depth study of youth issues in the region.

14. The timing of the evaluation, taking place soon after the arrival of the new YDO, was useful for him. Perhaps more time should have been allocated for this segment of the exercise.

15. Difficulties were experienced when the reviewer arrived in one country during the weekend, which could not be avoided due to flight schedules.

16. The quick turnover of youth staff in the region, and the rapid movement upwards or outwards of those who have had some experience with the SPC Youth Programme, made it difficult to evaluate the relevancy and effectiveness of programme activities and their impact at national and local levels.

17. In spite of the above limitations, the reviewer has given a much broader perspective to the review, both in order that some benefits may be gained from the programme's activities since its inception and also to serve as a reference point for the benefit of future reviews.

## **2. Issue clarification**

### **(a) Why is public sector money devoted to youth?**

18. Governments have come to realise that youths do not need to become social liabilities or to impede the economic development of a country by increasing social costs. They can and are proving to be an investment in the productivity and stability of their nations. They are not only a resource for the future, but a resource now, in their youth, for nation-building.

19. Governments have come to realise that the problems youths face are really not their problems, but the problems of the larger society to which they belong. The problems are only manifested in youths because of their nature, and also because of their enormous numbers in the age structure of populations in Pacific countries. The insecurity of youths is caused by decisions made by the larger society, in which young people play no part. They become vulnerable, and even become casualties, to the type of development model the larger society has decided to follow.

20. Youths are also graduates of the public education system of the country, whatever it may be. The education ministry and the country that puts it in place are therefore obligated to some extent to assist those who drop out of the school system they have devised, so that they too become involved in nation-building. The problem is not in our youth, but in the hands of our decision-makers.

21. Youths have become the problem of the problem. We live in a world of interdependency. Youths depend on the other sectors of the population, who depend on governments, which depend on people; economic sectors depend on other, non-economic sectors. The argument that youths are not a priority sector runs counter to the interdependent state in which we exist, and if countries and aid donors continue to sustain it, then we must expect youths to remain dependent forever.

**(b) Reasons for the progress achieved by SPC in youth work in the last 10 years**

22. SPC has for a long time been a little too reserved in its approach and in its selection of strategies to serve the rapidly changing needs of young people in the Pacific. The establishment of the Commonwealth Youth Programme to serve the management needs of the Pacific youth organisations is an indication of this.

23. The SPC Youth Programme must be able to address the needs of youths before they become an 'unmanageable problem'. It therefore has to facilitate new action, experiment with new strategies, encourage innovation and be more forward-looking in policy. It cannot afford to remain in the reactive zone if it wants to keep pace with a rapidly shifting target population. As a regional programme, it did not have a regional forum through which to monitor the pulse of Pacific youth and find direction for its own operations until the Youth Seminar in 1986.

24. Shortage of staff for the youth programme is an important factor that has inhibited its progress over the years. While country visits are essential, it is also important that staff have the time to administer and manage conceptually the programme at headquarters and to be available for related international conferences and consultation with other SPC programmes, especially those in the Community Education Services. The programme also suffers from lack of continuity, given the single-staff structure it has had for a long time.

25. The absence of a co-ordinated multi-pronged community service approach within SPC is unfortunate. Youth work cannot be done in isolation from other segments of the community to which youth belong, to which they contribute life, and from which they receive support.

26. If a youth programme is to be realistic, responsive and effective, it must associate itself as closely as possible with the community structure it serves. Youths are only one segment of the many segments and sub-systems that make up the complete community. To isolate a programme so that it serves only one segment of a community would destroy the social lubricant that ensures community cohesiveness and also weaken its ability to cope with its own total development task.

27. The SPC Youth and Adult Education Programme lacks a regionally approved set of development priorities to guide its policy, strategies, staff selection and professionalism and to provide programme quality and sensitivity to the constantly changing youth needs of member countries.

28. The inability of the Programme to document Programme activity in a form that would provide it with continuity is also an important factor.

29. A regional youth programme has to associate itself with other activities related to youth, in particular sport and culture.

30. A developmental programme must rely on new literary input every year. It needs to be constantly evaluated and to be kept relevant and innovative through commissioned research studies and literary contributions from professionals around the region.

### **3. Terms of reference**

#### **(a) Activities involved**

31. The activities involved under this programme are those implemented under the direction of the Youth Development Officer (Activities 7400 – 7404 in the SPC Work Programme and Budget).

#### **(b) Duties and terms of reference for the review**

32. The terms of reference were as follows:

- (a) Conduct a comprehensive review of the Youth and Adult Education activities of SPC under the Community Education Services work programme and examine their relevance and effectiveness in meeting the needs and requests in the area of Youth and Adult Education.*

*The review should consist of:*

- (i) an examination of stated needs through a detailed perusal of the work programme, recommendations from relevant SPC regional meetings and government requests for SPC assistance in Youth and Adult Education and related areas;*
- (ii) a review of the output of Youth and Adult Education and related programmes through an examination of technical reports, other relevant materials and advisory services provided by the Youth and Adult Education programme;*
- (iii) obtaining the views of governments of Island countries and key individuals in those countries as to their perceptions of the effectiveness and efficiency of the SPC in carrying out its role in the area of Youth and Adult Education;*
- (iv) obtaining the views of key individuals (government and non-government organisations) in those countries as to their perception of the impact or otherwise of the Youthlink newsletter.*

*Activities (i) and (ii) will require about one to two weeks of preliminary work at SPC headquarters in Noumea for consultation with Management and appropriate programme officers. Activities (iii) and (iv) will require visits to all SPC member countries for consultation with governments, heads of youth ministries, departments or sections and other relevant government and non-government officials.*



(b) *Prepare a critical report reviewing SPC's current and planned activities in Youth and Adult Education and recommending directions for future activities based on that review. The report should be finalised no later than December 1990.*

(c) *Present the report and its recommendations to:*

(i) *the Regional Seminar for Pacific Youth at its meeting in 1991 in Pago Pago, American Samoa.*

(ii) *the Committee of Representatives of Governments and Administrations (CRGA) in its meeting in May 1991 in Noumea, New Caledonia.*

#### **4. Procedures and methods**

33. The evaluation of the Youth and Adult Education Programme was planned to be conducted from August to November 1990. Flight schedules and other circumstances caused a slight spill-over, with the Christmas break in between.

34. A period of two weeks (17-28 April 1990) was spent at SPC Headquarters in Noumea for the initial briefing with Management and programme officers relating to the Youth and Adult Education Programme and other tasks relevant to the conduct and the purpose of the evaluation.

35. The reviewer visited 21 of SPC's 22 Island member countries (all except Pitcairn Island), beginning on 4 August 1990. A contact questionnaire was the main instrument used to solicit the views of member countries, supplemented with discussions with government youth offices and as many non-government youth organisations as possible. Responses were obtained from governments, church youth organisations, traditional leaders, uniformed youth organisations, and from young people themselves.

36. Questionnaire responses were analysed and formed the bulk of the information contained in the section on 'Views of member countries' for each activity being evaluated.

37. The evaluation report begins with a brief overview of youth work in the region, SPC involvement in youth work and clarification on some pertinent issues in the field.

38. Each activity evaluated contained its own origin and development, background, aim and objectives. The work programme is discussed, and how well it responds to the needs of countries. Needs and outputs are then considered and 'Views of member countries' on each activity summarised. The review of the activity follows and leads to recommendations for improvement.

39. Breaking into the above standard format for Activity 7401 is a heading called 'Implications of the above view for the SPC Youth Programme'. In reality, this is part of the official review by the evaluator, but instead of it being placed last, it is summarised directly under the 'Views of member countries' on the activity evaluated, for ease of reference. This section should therefore be consulted together with the review of needs and outputs and the resulting recommendations.

40. Due to the lack of written reference materials, an attempt has been made to put on record as much relevant information as possible, in order to assist member countries in their decision and also to assist SPC programme officers and future evaluators.

## **C. THE SOUTH PACIFIC COMMISSION AND YOUTH WORK – A BRIEF OVERVIEW**

### **1. Introduction**

41. Young people have been in the Pacific ever since people settled in these islands. They have their own youth organisations. Organised youth work as we know it today came into the Pacific on the waves of time. First came the missionaries, and they established their kind of youth organisation. Then came the uniformed and the welfare youth organisations. When the countries of the region became independent, youth groups were also organised at local levels and encouraged to take up activities that would prepare their young people for citizenship and to build a prosperous nation.

42. SPC was invited to assist governments in the last process above. The original youth organisation of Pacific young people has generally been left dormant.

43. The nature of SPC's involvement in youth work over the last 20 years can be interpreted from the central programme thrust of the various youth development officers who have managed the SPC Youth Programme single-handed.

44. M. Bazinet: Mr Michel Bazinet, the first Youth Officer, who held the post in the 1960s, began youth work along traditional lines, treating youths as youths (an isolated group) and relied on the traditional youth organisations to occupy youths during an otherwise unstructured period in life. Youths were then regarded as youths and not as a group in the process of transition. Youths were then also seen as being in need of being incorporated into the mainstream of national cultural values.

45. F.L. Higginson: Mr F.L. Higginson, who was Bazinet's successor, saw youth as people in transition, needing preparation for the modern sector and for joining the salaried workforce. This was a basically technocratic approach to training, drawing heavily on modern educational theory as well as on tested methods of communicating innovation. The approach was aimed at 'professionalising' the field and those working in it.

46. Higginson argued that if youth work was to contribute positively to the task of nation-building, its workers must be able to meet and talk on the professional level with those in other fields, especially education and central planners. A core group of professionals in each country was the strategy he used to accomplish this aim.

47. Lester James: Lester James came into the Pacific with a background in community work as part of education policy. The Thirteenth South Pacific Conference (1973) rejected a regional training centre proposal, and opted to provide a training award of \$A 20,000 in its place. All applications submitted for this fund were for national courses. It was then agreed that a mobile training unit (MTU) be formed to run courses in each country for workers in rural development, extension, youth and community development. This was a turn-around from Higginson's 'professionalisation' approach; James was more inclined towards Bazinet's traditional approach.

48. **Tonga Lolesi:** Tonga Lolesi was fully committed to the MTU when he arrived and could not make any major alternative contribution.

49. **John Tangi:** John Tangi came on staff during the time of the MTU and was at SPC during the MTU evaluation. John continued where Bazinet and James left off, but was faced with a shortage of staff and funds. He was unable to do very much except raise the visibility of the problem in key government positions and increase the visibility of SPC and its image in support of youth activities. In his report before he left, John Tangi was contemplating returning of the focus and thrust of SPC Youth activities to a regional and sub-regional approach. Except for the regional seminar in June 1986, no Pacific regional programmes were organised by SPC and Pacific youth have not met for serious consultations for 17 years.

## **2. SPC's Youth and Adult Education Programme**

50. The MTU started in October 1978. As it developed, it began to draw heavily on the resources of the Youth and Adult Education Programme. Other services, though necessary and useful to other countries which were not hosting the MTU, began to dwindle. It is worth noting that CYP, a regional youth programme for Pacific Commonwealth countries, started a residential training course for youth workers in Fiji in April 1978. Interestingly, SPC was going away from institutionalised training, while CYP was doing the opposite.

51. In 1982, SPC had six major activities pertaining to youth, each separately funded and responding directly to the needs of countries. These activities were:

- (a) Mobile Training Unit for Youth and Community Workers (MTU),
- (b) Awards for Youth Work Training,
- (c) Pacific Youth Council (Youthlink),
- (d) Development and Evaluation Education System,
- (e) Clearing House and Advisory Services (Out-of-School Youth and Adult Education),
- (f) Pacific Women's Resource Bureau.

52. In 1987, three activities existed and continued to exist until the time of the evaluation. They were:

- (a) Training for Youth and Community Workers (MTU was suspended and awards were combined with training),
- (b) Pacific Youth Council (Youthlink),
- (c) Pacific Regional Youth Seminar.

53. Advisory services remained on the programme but were never allocated any special funding.

54. It is these three remaining activities, including AYDO, that are included in the evaluations below.



## **D. TRAINING FOR YOUTH AND COMMUNITY WORKERS**

### **1. Origin and development**

#### **(a) Introduction**

55. The youth training function of SPC was established in 1965 by a resolution of the Twenty-eighth Session of the South Pacific Commission, which gave approval for a sub-regional training course for youth leaders to be held in 1965, and for a youth training seminar and South Pacific youth rally in 1969, and recommended the development of support services for youth leaders and youth organisations.

56. At its Twenty-ninth Session in 1966, the South Pacific Commission further agreed that the youth work officer, when appointed, make territorial visits to assess the state of youth work in the region and provide technical assistance when required.

57. SPC was therefore well into youth work before most of the other youth organisations came into the Pacific. A round-table meeting of heads of youth organisations in the Pacific was called by SPC in 1968 to determine the current situation and to plan for co-ordination.

#### **(b) Background**

58. This activity assists Pacific countries' youth leaders to improve their skills in leadership and management of youth work activities. SPC has done this through training, seminars and the provision of and support for in-country courses and workshops. Inter-country visits have been provided to enable youth leaders and community workers to learn from the experience of other countries' youth development programmes, structures and strategies.

59. The programmes have been designed according to the special needs and problems affecting the lives of youths in the region and identified by each country. The diversity of these needs and problems dictates that the programmes be flexible. The programmes attempt to address these needs through participation by the family, basic, village, community and national development processes and programmes.

#### **(c) Aim**

60. This programme aims to assist governments in their efforts to develop the capabilities of their national youth offices to address their youth needs. It does so by providing meaningful activities and training designed to harness youths to become effective partners in government development programmes. It also aims to promote awareness of the special needs and problems of young people, and of the roles of non-government organisations dealing with youths, and to strengthen national and regional co-ordination of youth work.

#### **(d) Objectives**

61. The objectives of this part of the Youth Programme are to provide assistance and support for the training of youth and community workers and ensure that meaningful projects and training are carried out.

**(e) Activities**

62. Activities have included the following:

- (i) Support for national training activities conducted by Pacific countries;
- (ii) Organisation and conduct of in-country training courses on request;
- (iii) Assistance for inter-country study visits, and
- (iv) Consultations, on request, on matters relating to youth development identified by Pacific countries.

**2. Needs and output of Activity 7401 – Training for Youth and Community Workers**

63. In 1986, a three-month course was conducted by the MTU in the Cook Islands. Five requests for awards for training activities were submitted by four countries. The requests by Marshall Islands, Solomon Islands and Western Samoa were approved. The other two applications did not conform with the funding criteria and were therefore not approved. Advisory services were provided to the Cook Islands, Kiribati and Tuvalu.

64. In 1987, 22 different projects were submitted to SPC for assistance under this activity and 17 were approved. These related to the provision of financial and technical assistance for organising and conducting in-country training courses, attachment training within the region and advisory services.

65. Reports of all the assignments (training courses and advisory services) conducted by the SPC Youth Development Officer in 1987 were prepared in the countries concerned and were left with the Government and other appropriate authorities.

66. To assist the various countries in preparing their project proposals in 1987, guidelines were distributed to youth ministries, departments and non-government youth organisations.

67. The Training of Youth and Community Workers' activity (formally 7101) was consolidated with the Mobile Training Unit in 1987. The Governments of Tuvalu and Western Samoa officially requested the services of the MTU for 1988 and the SPC Youth Development Officer did the preparatory work in these two countries in 1987. The Government of Tonga indicated interest in hosting the Unit in 1989.

68. In 1988, ten training activities were held in six countries. These were American Samoa, Fiji, the Federated States of Micronesia (FSM), Guam, Papua New Guinea (PNG) and Tuvalu. Two consultancies were provided to Solomon Islands. A total of seven awards was granted to four countries: FSM, Guam (2), Palau and Western Samoa (3). Advisory services were provided to FSM, Guam, and the Marshall Islands.

69. The activities of the youth section focused on in-country programmes in 1989, encouraging more effort from local authorities (both government and non-government), with the involvement of local personnel in the organisation of youth programmes and activities.

70. In 1989, 10 countries requested assistance for a total number of 20 requests. Of these, 10 were approved under the Youth Awards Scheme, four were not (due to insufficient funds), three were rejected because they did not come through the proper channels and three were approved and funded from other sources.

71. Four advisory visits were undertaken with funding from Youth Development Officer's travel allocation (there is no fund for this service). Advisory services offered on the spot, at first hand, are meaningful, reliable and effective.

72. In 1989, 13 awards were distributed to 11 countries. Seven were funded under the Youth Awards Scheme. The others were funded from the budgets for study grants, the Integrated Rural Development Project and the UNDP Consultancy Fund.

73. It is likely that more project requests in youth and community work will be received for consideration by SPC in 1990 and 1991.

74. Table 1 summarises the distribution of services under Activity 7401 from 1983 to 1988.

**Table 1: Summary of training, workshops and awards for training of youth and community workers, 1983 – 1988**

| Countries |                  | Training | MTU | Seminar/<br>Workshop/<br>Symposium | Consultancy<br>YDO | Non-SPC | Award | Total |
|-----------|------------------|----------|-----|------------------------------------|--------------------|---------|-------|-------|
| 1.        | American Samoa   |          |     | 3                                  | 3                  | 1       |       | 7     |
| 2.        | Cook Islands     | 2        | 1   | 2                                  | 6                  |         | 1     | 12    |
| 3.        | FSM              | 5        | 1   |                                    | 4                  | 2       | 2     | 14    |
| 4.        | Fiji             | 3        |     | 3                                  | 5                  |         |       | 11    |
| 5.        | French Polynesia | 2        |     |                                    | 1                  |         |       | 3     |
| 6.        | Guam             |          |     | 2                                  | 1                  | 1       | 2     | 6     |
| 7.        | Kiribati         | 1        | 1   |                                    | 2                  |         |       |       |
| 8.        | Marshall Islands | 2        | 1   | 1                                  | 2                  | 2       | 1     | 9     |
| 9.        | Nauru            |          |     |                                    |                    |         |       |       |
| 10.       | New Caledonia    |          |     |                                    |                    |         |       |       |
| 11.       | Niue             | 1        |     |                                    | 2                  | 2       |       | 5     |
| 12.       | Northern Mariana |          |     |                                    |                    |         |       |       |
| 13.       | Palau            | 1        | 1   | 2                                  | 5                  | 1       |       | 10    |
| 14.       | PNG              | 1        |     |                                    | 1                  |         |       | 2     |
| 15.       | Pitcairn Island  |          |     |                                    |                    |         |       |       |
| 16.       | Solomon Islands  | 4        |     |                                    | 1                  | 1       |       | 6     |
| 17.       | Tokelau          |          |     |                                    |                    |         |       |       |
| 18.       | Tonga            | 1        |     | 1                                  | 3                  |         | 1     | 6     |
| 19.       | Tuvalu           | 2        | 1   | 1                                  | 4                  |         |       | 8     |
| 20.       | Vanuatu          |          |     | 1                                  | 2                  |         |       | 3     |
| 21.       | Wallis/Futuna    |          |     |                                    |                    |         |       |       |
| 22.       | Western Samoa    | 7        | 1   | 1                                  | 3                  | 2       | 2     | 16    |
| TOTAL     |                  | 32       | 7   | 17                                 | 45                 | 12      | 9     | 122   |

**3. Views of countries on Activity 7401 – Determination of training needs**

**(a) Basic community and village level**

75. Training needs of young people and of the community are determined at this level through village and youth council meetings, seminars and workshops. Twelve countries said that this method of needs assessment is value-loaded and riddled with guesswork and assumptions; it requires either new strategies or some drastic overhauling. Young people need to be trained and assisted to determine their needs and articulate them clearly. Community needs assessment has to be comprehensive and complete if it is to elicit a meaningful response. If a problem census is done, special care must be taken to determine whose problem is being studied, from whose point of view it is discussed, and whose need is being satisfied. Eighteen countries share the view that in most cases, problems at this level are not being correctly identified and that SPC can make a major contribution in designing strategies to correct this. Most countries depend on their workers and leaders for determination of their training needs.

**(b) Local, provincial, district, area or island levels**

76. Training needs are discussed in seminars and workshops at this level. The success of this exercise depends on the clarity, comprehensiveness and completeness of needs determined at local levels. It has been found by several countries that the more vocal organisations take over the stage here. Assumptions, value judgments and guesswork become the order of the day. Churches, municipalities, authorities, traditional and cultural leaders, provincial governments, foreign-sponsored organisations, financial institutions, political parties and unions clamour for recognition and priority in assessing the needs of basic and village communities during discussions at this level, thereby causing community needs to be distorted. The tendency has been for such bodies to work more for their own benefit than for the benefit of those they serve. Seminar and workshop sponsors must take part of the blame for this state of affairs in Pacific youth development.

**(c) National level**

77. Some needs probing by questionnaires, interviews, workshops and seminars is done at this level. In addition to some of the problems identified above, 12 countries find difficulty achieving national objectives and in designing a priorities matching strategy to cater for the local community level. Priorities of local communities become lost in the priority debates and bureaucracies of national and provincial governments and statutory bodies. Annual youth conferences, camps and rallies are held, where needs, problems, aspirations and programmes are discussed year after year. Most of the implementation strategies fail and problems seem to continue and worsen. Economic considerations take the centre of the stage in national conferences. Major national decisions are so far removed from the base of community need that they lack the qualities and characteristics needed at community level. In their eagerness to resolve their youth problems, and to some extent, their frustration due to the lack of any evident impact to their efforts, some countries resort to law enforcement and curfews as solutions. Local communities rely heavily on their youth and community workers form the interpretation and articulation of their needs at national level. Some youth and community workers, who receive salary allowances from their governments, experience potential conflicts of loyalty, especially when it comes to putting national needs in order of priority.

**(d) Other country responses relating to need determination and assessment**

78. Quantifiable and empirical data on youth and community resource development, as seen by the communities, are not available in a form suitable for use by young people, community leaders and decision-makers.

79. Eight countries lacked trained manpower with the human and conceptual skills necessary for forum discussion on needs assessment and the design of relevant strategies to satisfy needs.

80. Five countries said that Pacific youths are searching too far away for strategies and solutions, and that they should, instead, look inwards to the depths of their community and existing socio-economic and indigenous political systems.

81. Youth clubs are not able to forecast or determine their needs, or put them in order of priority, and youth staff members cannot reach a consensus without appropriate data.

82. Three countries have difficulty in determining an acceptable national direction that will enable youth development to accommodate both national and community needs rather than taking the welfare approach.

83. Sixteen countries lack the skills and expertise to work with a continuously shifting population. In particular, they mentioned statistical data gathering, data interpretation skills and systems analysis.

84. Ten countries requested immediate SPC assistance in the form of a short, intensive course in participatory research, evaluation and development management.

**4. Implications of the above views for SPC's Youth and Adult Education Programme**

**(a) Needs and problems associated with national training at three levels**

**(i) *Basic community- and village-level youth work***

85. Youth and community leaders at basic and village level need help in the determination of their training needs. Special training components need to be designed and training conducted for leaders at this level in analysis of social indicators, statistical data-gathering and interpretation, value clarification, information analysis, the behaviour of basic communities and problem-solving. Community-level leaders have to be exposed to the practice of basic modern management and leadership techniques. Currently these are normally left to top executives, because of our own value assumptions of what grassroot-level people can or must not know, and yet in fact they are managing all the time.



86. The challenge of focusing major attention on basic, village and grassroots youth work demands a major shift in thinking at SPC and requires courage and political will to materialise. It would also be beneficial for SPC to have some indication of the amount of manpower required and the probable needs for basic training at this level over the next five years.

87. Although SPC is better placed than most other regional youth organisations to identify and provide relevant training for Pacific youth workers at village and community levels, the SPC Youth and Adult Education Programme does not seem to be achieving better results in this area. SPC training specialists are still looking at the Pacific communities from the outside. SPC needs to change its attitude to the training of Pacific youth workers at village and basic community level, and aim at professionalising youth work at these levels, with the assistance of trained, part-time voluntary community organisers. Decentralising training should also enable communities to be responsible for their own development.

**(b) Local, provincial, district, area and island level youth work**

88. Training courses, seminars, workshops and symposia assisted by SPC, at both regional and national levels, need to be categorised into priority areas, responding to national and sub-regional priorities. This has not been achieved in the past because of the lack of empirical data at national level and of sub-regional and regional consultation and planning. In addition, the topics discussed at the various seminars and workshops have not been related to each other, but been applied for separately. Since they have not been categorised into problem areas it is difficult to assess their impact on country needs. There is evidence that youth workers at this level attend most of the seminars and workshops in the region (more so than community and national-level workers) but their impact at national and grassroot level is not evident.

**(c) National-level youth work**

89. Little training and very few workshops and awards have been organised that focus on the special responsibilities of youth workers at this level. The areas of youth policy development, strategies, reviews, evaluation and the needs determination and assessment are not directly addressed by the current services of the SPC Youth Programme. The absence of indigenous literature and educative materials for Pacific youth work is evident; leaders at this level could assist SPC in their development.

**5. National priorities**

90. Summarised below are countries' views on the youth-related problems most urgently requiring attention.

**(a) Problems with youth programmes and strategies**

91. Suitable infrastructures and information systems to improve youth advocacy and networking have yet to be found. The lack of initiative, self-discipline and motivation among youth worries leaders, as does the continuing decline in cultural and spiritual values, civic responsibilities and cultural literacy. Programmes and strategies lack both management planning and conceptual and human skills training. The search for appropriate employment strategies and the remedies for the consequences of urban drift still continues.

**(b) National priorities**

92. Countries considered that the following problems required attention:

- Problems with policy formulation, strategies and implementation (16 countries);
- Lack of concrete data which means that problems and solutions are identified by guesswork (14);
- Unemployment (13);
- Training in development, management, participatory research and evaluation (10);
- Anti-social behaviour (9);
- Substance abuse (9);
- The low priority given to youth work, which affects staff suitability (9);
- Insufficient numbers of trained people at all levels of youth administrations (9);
- The need for governments to view youth workers as professionals, on an equal footing with professionals in education and other specialist fields (7);
- Funding allocations and outside sources of assistance (6);
- The interpretation and meaning of 'community base' are not clear (5);
- Youth development structures tend to be too bureaucratic and slow (4);
- The need for changes to existing systems in order to reach the grassroots level, a circular model or consultation in social development to reach the top level (3).



**(c) Youth policies and guidelines**

93. Summarised below are responses from Pacific Island countries on their youth policy guidelines to accommodate issues they have identified as national problem priority areas:

- Income-related activities at village level, such as agriculture, village fishing schemes, mechanical, arts and crafts and secretarial skills (14 countries);
- Trade training and related apprenticeship schemes (12);
- Build employment infrastructure, revolving fund, seed money, loan scheme and adult education (10);
- Equal distribution of development benefits and decentralisation of services, research and development, information and literacy (9);
- Youth and adult community education and training, including counselling, human skills training, health, etc. (7);
- Sport, leisure, recreation and strengthening of spiritual and cultural values to influence youth behaviour (5);
- Law enforcement (2).

**6. Implications of the above views for the SPC Youth and Adult Education Programme**

94. The present criteria for applications for funding under Activity 7401 are too open-ended. This makes it difficult to assess the impact of this activity. SPC should request member countries to list, in order of priority, the national problems areas where training assistance by SPC could be addressed. It would then be possible to measure the impact, effectiveness and relevancy of this assistance. At present, the SPC Youth Programme does not have sufficient data to plan strategies that will provide meaningful assistance to member countries in addressing their national problem priority areas in youth development.

**7. Youth policy formulation and implementation**

**(a) Current situation**

95. The wide range and variety of problems experienced in youth policy formulation and implementation in the region is indicative of the different levels of achievement and the varying capacity of governments and youth organisations to arrive at some functional, acceptable national youth policy.

96. Eighteen countries have done work on their youth policy and found that they had to continuously work at it, without much headway. They find problems in quantifying, qualifying and measuring the impact, effectiveness and relevancy of the policy. This seems to be the area in which SPC could best assist. The problem does not lie in the conception and functioning of the policy, but in which the availability (or lack) of the tools needed for policy formulation, implementation and monitoring (data systems and analysis facilities, evaluation and research skills and resources, etc.). The list of difficulties in policy formulation is long and cannot be discussed fully here. The vocabulary indicators of the youth policy situation range from grassroots 'ignorance' to 'disapproval'. The common response of some countries on their youth policy situation is, 'We're working on it'.

**(b) National youth and adult education training policies**

97. Only three countries seem to have some form of youth training policy. Seventeen countries in the region have no particular training policy, apart from general guidelines. These are reactive and short-term in nature and are directed towards vocational training, self-employment and income generation.

**8. Implications of the above views for SPC's Youth and Adult Education Programme**

98. Progress in youth policy development in the Pacific has been slow, in spite of the attention given to it in the last 10 years by regional organisations, including SPC. It seems, from inferences only, that much of the problem lies in the area of lack of suitable data, analysis and strategic planning skills, operational infrastructure and resources. The situation seems to reflect the nature of each country's internal cohesiveness, from community level to national level, and the contribution of NGOs to policy formulation. A few of the countries are doing well and are reviewing their youth policies.

99. A study of country responses concerning policy indicates the need in this area of youth work. This has to be reflected in SPC's youth services.

100. Country responses seem to indicate a vigorous desire to motivate the grassroots population, in order to facilitate a 'bottom-up approach' as soon as possible. This will require governments to support a change in strategy.

**9. Current strategies for youth development in the Pacific**

101. Youth development strategies include the establishment of:

- Government ministries and departments of youth (16 countries),
- National youth councils, congress and service (9 countries),
- Local, provincial, state and island youth councils (districts, municipalities, etc.),
- Basic community-level village/settlement youth clubs.

102. Supporting structures include youth advisory boards, youth employment centres, youth camps, youth development task forces, interministerial youth committees, youth workers' associations, etc.

#### **Characteristics of operating strategies**

103. The current operating strategies have the following characteristics:

- Models are borrowed or introduced from outside their operating sphere;
- Weak at the grassroot level;
- Involvement of overseas consultants;
- Invisibility of cultural influence and visibility of cultural conflict and insensitivity;
- Lack of data necessary for alternative strategies;
- Understaffed;
- Communication problems (upwards and downwards);
- Lack of the initiative, insight, creativity and drive necessary to overhaul and renew the current strategies;
- Heavy reliance on outside assistance;
- Minimum use of local systems and resources;
- No serious analysis, research or evaluation of the effectiveness and relevance of existing strategies.

#### **10. Implications of the above for SPC's Youth and Adult Education Programme**

##### **Research evaluation and data systems service**

104. The SPC Youth and Adult Education Programme does not currently provide a research and evaluation service to the youth organisations of the region. However, there seems to be a growing need in the region both for the development of youth strategies and for improvements in the effectiveness of national youth structures. It should be remembered that SPC's Youth Programme can only respond to requests for assistance that are submitted by governments.

105. Government requests usually originate from the strategies they have adopted to achieve national objectives. SPC would be justified in providing assistance when it was satisfied that the request was made in line with reliable strategy. It is therefore proposed that SPC develop a research and evaluation function or activity for youth in the Pacific.

#### **11. Youth activities in the Pacific**

106. For the purpose of this evaluation and also to facilitate future strategies, analysis and planning of possible benefit to SPC, I have categorised below the type of youth activities carried out in countries in the Pacific.

**(a) Training**

107. Training covers the following areas:

- Technical, vocational, income generation, entrepreneurship, initiatives, economic and business, project planning;
- Human skills, studies in understanding and influencing the behaviour of people;
- Organisational studies, strategy planning, policy design, management evaluation and other conceptual skills.

**(b) Workshops and seminars**

108. These usually deal with social issues, problem-solving, regional responses, organisational planning and sharing of resources.

**(c) Youth mobilisation schemes**

109. These include project work schemes, exchange schemes, youth camps, rallies, sporting activities, cultural activities, employment and apprenticeship schemes, community service schemes and volunteer schemes and spiritual rallies.

**12. Implications for the SPC Youth and Adult Education Programme**

110. To ensure that services provided by governments by SPC are to be relevant and ensure continuity, SPC should record programme output and follow-up from this activity (7401), identifying the activity area for each country. SPC has provided a number of training courses in the region, including those conducted through the MTU.

111. Of the 32 in-country training courses, 12 could be classified as technical, 15 were in the human skills area and only 5 in the conceptual skills area. This means that, in five years, SPC has assisted only 5 training courses for policy-makers, managers, directors and planners of 22 Pacific countries. Other conclusions can be deduced from this analysis.

**(a) Training/seminars/workshops at provincial, district, area and island levels**

112. If data and information were gathered at the local community level, discussions at this level would be more focused, enabling SPC to have a better grasp of the implications of its training and education output. If some workers are trained in the wrong skills, the fault may lie in poor strategy analysis, needs determination and assessment, policy direction and manpower development planning. SPC's input has to be aimed at the specific needs of middle-level managers, social planners and analyse if the input is to be of use to national-level planners and decision-makers.

**(b) Training at national level**

113. SPC's assistance and input are required for policy planners at national level. SPC has a special impact here because of its place in the Pacific and because of the nature of its operation. A centrally designed systematic corporate training plan, to include the needs of the three levels, would increase the impact, relevance and effectiveness of the SPC Youth Programme. Segments of a regional SPC training plan for youth and adult education could be offered in modules, training kits, videos, etc., and issued to member countries on request. The plan would be self-reinforcing, provide continuity in SPC's input and avoid the present sporadic nature of SPC's efforts. Its impact could also be ascertained more clearly.

**13. Towards the year 2000 – the MTU experience**

114. The MTU has been a sub-activity of this programme since 1978, and was the subject of a review in 1982. A summary of the MTU, together with the main points of that evaluation, is given below.

115. Seventeen countries agreed that the MTU, in the form that it had taken in the past, should be either shelved, deleted or modified. Reasons given were that it was too long, too general and lacked focus and specialisation. Others felt that the social organisations that were supposed to have benefited, through the training of their workers, were not ready for such training. Six countries felt that the MTU was run in isolation and that participants did not fully understand what they were expected to do after the course. Five countries could not find a full-time role for participants on their return to their communities. Three countries felt that the MTU was ineffective because of the lack of regard for and involvement of the socio-economic systems from which the participants came and to which they had to return.

**(a) Suggestions**

116. Eight countries requested that short specialist courses replace the MTU. These would be systematically graded and offered as progressive modules, deadline either with different levels of youth work or with specific tasks or duties, or a combination of both.

**(b) Level**

117. Twelve countries wanted training to be categorised into three levels:

- Basic community level (front-liners);
- Local, provincial, district, area, island levels and island back-stoppers and maintenance – middle management education;
- National level planners, top management and policy-makers.

**(c) Priority**

118. Nine countries wanted priority to be given to workers at village and basic community level on a continuing basis. It was felt that, with training and experience, they could grow into appropriately experienced youth administrators.

119. These countries further agreed that while priority should be given to training for local youth workers (middle management) and national workers, this level of training should become increasingly specialised.

**14. Training other than courses**

120. Fourteen countries wanted the type of training provided by SPC broadened to include assistance in the development of training kits, attachment training and instructional materials, including self-instruction through video, audio, magazines, training manuals, and work books, correspondence course materials, training aids and booklets.

121. The Pacific now has its own resource people in youth work who are capable of contributing to Pacific youth literature. SPC could facilitate the production of relevant Pacific youth literature by requesting literary contributions based on their youth work experience.

122. Youth work training in the Pacific does not have to be run by the Youth and Adult Education Programme alone; however, the Programme could facilitate an SPC certificate of training in this area.

**15. Review of needs and output**

**(a) Explanatory notes**

123. Activity 7401, Training of Youth and Community Workers, is divided into three types of sub-activities (see Summary in Table 1, page 16).

- Skills training for youth and community workers;
- Seminars, workshops, conferences and symposia;
- Awards for youth work training within the region.

124. All three activities are funded from the same allocation. Additional requests which are considered useful but cannot be funded from 7401 are sometimes funded from other sources.



**(b) Approach**

125. An attempt is made below to summarise the output of the above three activities according to their application at basic community, local (provincial) and national levels. The approach is designed to measure their impact, if possible, suggest implications for future SPC action and highlight their use by countries.

**16. Review of aims and objectives**

126. The aims and objectives of the Programme are reiterated here for ease of reference

**(a) Aims**

127. This programme aims to assist governments in their efforts to develop the capabilities of their national youth offices in addressing their youth needs by providing meaningful activities and training, so as to harness youth to become effective partners in the development programmes of governments. It is also designed to promote awareness of the special needs and problems of young people, the roles of non-government organisations dealing with youth and to strengthen national and regional co-operation of youth work.

**(b) Objectives**

128. To provide assistance and support for the training of youth and community workers and ensure that training is carried out.

**(c) Interpretation**

129. Since the establishment of the Youth and Adult Education Programme, it seems that its aim and objectives have been modified from time to time in interpretation, emphasis, scope and implication. The aim and objectives lend themselves to shifts of approach and strategies by youth development officers, putting into play their own professional bias.

**(d) Relationship between aims and objectives**

130. There does not seem to be any clear methodical relationship between the project aims as stated and the objectives. Nor are needs of governments to develop their capabilities clearly stated; this makes it difficult to suggest activities to that could be mounted through the objectives in response to the identified need.



131. The statement of the aims also limits the range of activities that the SPC Youth Programme can undertake to assist for national capacity-building.

132. SPC's stated objective of assisting governments assumes that there is a clear strategy for identifying needs and that this will prevent SPC from responding to requests which are not based on real needs.

**(e) Activities in the objective statement**

133. There does not seem to be any clear linkage on a technically sound basis between the aim, objective and activities.

134. This activity has three clear sub-activities rolled into one. They are in-country training for youth workers, seminars and workshops and awards for youth work training. The function of each sub-activity should be clearly stated – this would have assisted the evaluator to measure the impact of each, and their efficiency, cost-effectiveness and relevance.

135. The statement of aims and objectives needs improvement. Countries' needs for the training of their youth workers and the strengthening of their structures have to be clearly stated, operationalised and programmed.

136. SPC needs accurate indicators of countries' training problems as a basis for appropriate programme responses.

**(f) Lessons to be learnt from the SPC MTU**

137. While the SPC MTU for youth workers was well received by countries, and the concept looked good on paper, it had some very basic flaws. Needs identified by countries and their implications for the course curriculum were not assessed thoroughly. A proper assessment would include the social, cultural, political and economic factors likely to influence the impact and productivity of the course after it ended. The MTU assumed that all the components of the curriculum, including the operating constraints had been taken into account. There were too many of these, which made it impossible for them to be studied in the short time given to the preparation before the MTU course began.

138. The MTU did not have a clear vision of its long-term mission and was not sufficiently forward-looking. The educational theory employed could have benefited from modifications based on the experience of an SPC Training Course for Professional Youth Workers held in Fiji in 1972.

## 17. Review of needs and outputs by application

### (a) Youth work training at basic community level

139. The present format of SPC training is unable to provide the type, regularity and continuity of training needed by youth and community workers at this level and has therefore had no significant impact.

140. Countries agree that youth workers at village and basic community levels should receive the cream of training relevant to their work. The impact of both national and SPC programmes depends on the ability of these workers to dispense good-quality services, because they are in direct contact with young people daily. Their skills need upgrading, sharpening and renewing regularly, even monthly. It seems that Pacific front-line youth workers are not receiving the right type of training from any organisation.

### (b) Training curriculum

141. Training content and curriculum and methods of delivery should be reviewed and updated. The present form of training does not produce the behavioural changes needed to lead and motivate the young people of today. The question of who should decide on the curriculum and how it is to be delivered has to be resolved. An analysis of the workers' present task must become the starting-point of the curriculum, to ensure that it is relevant. After formal training, the workers need to be exposed to relevant experience through study visits and training awards. The overall assistance offered by SPC for training must be focused and co-ordinated to strengthen and consolidate the capacity of Pacific community-level front-line youth workers. At present, training, study visits, awards and workshops are applied for sporadically, which means that their impact is not combined and is therefore weakened.

**Table 2: Training and workshop topics 1983-1988**

| Training                                |    | Workshops                     |   |
|-----------------------------------------|----|-------------------------------|---|
| Leadership                              | 10 | Social workers                | 3 |
| Trainers                                | 10 | Adult education               | 2 |
| YMCA welding/plumbing                   | 3  | Youth leadership              | 2 |
| Planning/Management                     | 2  | Carving and artist            | 2 |
| Skills training                         | 2  | Youth adviser                 | 1 |
| Vocational administration/co-ordination | 2  | Boys' Brigade                 | 1 |
| Agriculture                             | 2  | Small business and management | 1 |
| Sewing machine maintenance              | 1  | Project planning              | 1 |
| Training of trainers                    | 1  |                               |   |
| Networking                              | 1  |                               |   |
| Cultural symposium                      | 1  |                               |   |

## **18. Summary and recommendations**

### **(a) Training for youth and community workers**

142. The impact and effectiveness of this sub-activity has been reviewed at three operation levels: the basic and village community level, the provincial, district and island level and the national level.

### **(b) Basic community-level training**

143. SPC has been requested to place higher priority on training at this level and to integrate training inputs and facilities such as seminars, clearing-house activities and awards for youth and community training, in order to increase its impact. Structural modifications and special administrative arrangements between SPC and national governments have to be made if this is to take place.

### **(c) Objectives**

144. The long-term aim is to make professional youth work service available at local, village and basic community level, and to draw more on local resources. Professional training is to be achieved by on-the-job learning of community development concepts, and short-term training through a systematic training scheme delivered in progressive modules at national level, using existing structures as much as possible.

145. Another long-term objective is to enable the basic communities in the Pacific to be responsible for their own development and that of their human and natural resources. Funds for this sub-activity should be allocated separately and the size of the need should be ascertained well in advance so that appropriate resources can be allocated, progress monitored and strategies planned.

### **(d) Curriculum**

146. Some shift in thinking is required to enable modern, educationally technocratic and up-to-date community skills to be provided to community-level workers. These skills would include areas such as modern project management, community resource and behaviour management, human growth and development, value clarification, participatory research and data handling, need assessment, etc.

147. A special allocation should be made for meetings of community-level workers at national or sub-regional level for discussion of purely grassroots issues and networking.

**(e) Priority**

148. To reinforce national efforts, SPC's Youth and Adult Education Programme must, as a matter of priority, assist member governments to plan and implement progressively graded training programmes, designed to equip village- and basic community-level youth and community workers with knowledge, attitudes and skills relevant to their area of responsibility, so that they can make an immediate impact on the development needs of the young people they serve.

**(f) Local, provincial, district, area and island levels**

149. Training courses, seminars, workshops and awards for training of youth workers at these levels should be given second priority by SPC. Activities at these levels should address sub-regional and national youth issues and, priority areas and provide specialised training that will enable workers at these levels to provide efficient support to basic and village community-level workers.

150. SPC has been requested to support national youth structures by helping to ensure that the services provided to youth at basic community level are increased and improved. That must be the measure of success. Support structures at this level now need to use statistical and empirical data to design strategies of benefit to basic community youth, while at the same time maximising the use of existing structures, resources and indigenous materials.

151. Funds for this sub-activity should be allocated separately for the reasons given in paragraph 150 above. This sub-activity aims to assist member governments in evaluating and strengthening their youth support systems and structures, in order to provide effective and efficient services to youth at local, village and basic community levels and help them to realise their development goals. SPC's Youth and Adult Education Programme should assist in equipping workers at provincial, area, district and island levels with the necessary knowledge and skills, through seminars and workshops.

**(g) National level**

152. Specialised training and seminars at this level should cover policy, management, strategy development and review, evaluation and data systems. Workshops should deal with consultation and regional planning, the development of national training policies and schemes, the sharing of indigenous educational and training materials and the use of existing resources to supplement national ones. Funds for these sub-activities should also be separately allocated.

**(h) General comments**

153. SPC has had wide experience in youth work training in the Pacific in all its forms, and is in a good position to utilise this store of Pacific experiences to the full. It has had the Fiji 1972 course and the MTU experience. It has contact with seasoned youth personnel in the region. Yet Pacific youth organisations continue to use youth structures that are not producing results.

154. Solutions will have to be found to stop alienating young people from their resources. Most strategies used by Pacific youth leaders for youth mobilisation in the Pacific are un-Pacific, culture-negative in approach and technique and lacking in the technocratic skills necessary to make the cultural life of the community effective. They do not seem to rely on or build on the existing community to which young people belong, or encourage them to utilise the resources that are rightfully theirs.

155. As a point of departure towards an exciting new decade of vigorous community self-revival, in which the young people will play a major role, I quote a recommendation made by the team that evaluated the MTU in 1982, which I consider to be on the right track, although it does not go far enough:

*(ii) Recommendation 5 (MTU Evaluation 1982)*

*No matter which option is adopted, we would press for a new approach to be developed, for the negotiation of the programme or programmes between the SPC and the host country ... to identify*

*(i) specific problems confronting that Pacific island country,*

*(ii) the specification of training needs which might help to solve these problems ...*

156. This time SPC must go the whole way.

## **RECOMMENDATION 1A – TRAINING OF YOUTH AND COMMUNITY WORKERS**

**157. It is recommended that:**

(a) The SPC's Youth and Adult Education Programme, Activity 7401, 'Training for Youth and Community Workers' be the activity head for the three separate training sub activities, each with separate funding allocation and reflecting priority of input to basic and village community level;

(b) The SPC Youth and Adult Education Programme assist member countries in the design and the implementation of a Special Extension Course of Continuing Education (SECCE), to be operated nationally and directed towards the professional development of basic and village level youth and community workers. *(Refer to supporting Recommendation 1A(b) and Appendix 1).*

(c) SPC Youth Programme offers sub-regional short courses and seminars for youth and community workers at middle management level, executives and trainers, directed towards improving the capacity of national youth organisations to provide relevant and effective support to basic and village level youth and community workers.



(d) SPC Youth Programmes organises and conducts annually a three to six months regional/sub regional residential course, preferably in collaboration with CETC for policy decision makers and planners, national youth managers, directors and top executives of government and non government youth organisations, directed towards reviewing existing youth policy and strategies, establishing national out of school youth data systems, etc. with a view to readdressing the priority needs of youths. Appropriate would be the area of evaluation and development management, participatory research youth on youth and new strategic alternatives. (*Refer to supporting Recommendation 1A(d) and Appendix 2*).

**19. Awards for youth work training within the region  
(Supplementary to Activity 7401)**

**(a) Origin and development**

158. As mentioned earlier in this report, the Thirteenth South Pacific Conference (1973) provided AUD20,000 to establish awards for youth work training in the region as an alternative to a regional youth training centre proposal. At the time, the CETC was already established as a training institution for women.

159. Member countries which applied for assistance from this fund wanted to run national courses at home, rather than travelling to training institutions elsewhere. The reason was clear: national youth structures were then just beginning to be organised, there was no training institution in the region providing relevant training and no suitable youth workers existed to go to institutions that were available.

160. Pacific Island countries were searching for youth policy direction and strategies. It was only after national youth organisations had been established that use was made of the awards to top up national skills and experience in youth work.

**(b) Views of countries**

161. Thirteen countries were unanimous in their support for this sub-activity and wished it to continue to be funded separately as before, with an increased financial allocation. Although awards could be classified under the broad heading of training, it was suggested that they should be used for specialised training directed towards specified skill areas that were of high priority in the requesting country.

162. Twelve countries requested that the funds be made available for cultural exchange, if no other funding sources were available for this.

163. Because of the lack of exposure to alternative models and strategies at national level, five countries requested that the bulk of these funds be used by workers responsible for the design of policies, strategies and alternative youth development models.

164. Thirteen countries, however, suggested that, for fair distribution, awards be categorised and used by all levels of workers, as applications from the basic local communities were often turned down by governments or the applicants were told that funds had run out. Awards should be classified according to need and not left open-ended.

165. Nine countries suggested that more use should be made of the awards at sub-regional level, to encourage learning experiences closer to home as a first priority.

166. It was suggested that, if sub-regional fora were established, awards should be distributed through those bodies so that they could monitor their use and impact. This would also encourage self-help or grants in kind by recipient countries.

**(c) Review of awards**

*(i) Aim and objectives*

167. The merging of this activity with in-country training courses under the larger heading of Training for Youth Workers has diluted the statement of its objectives so much that it is no longer possible to evaluate it separately. Awardees funded from study grants have made a great impact in their fields of activity, which included carving and agriculture. It is suggested that the objectives for this activity be more clearly defined.

*(ii) Allocation of awards*

168. It is suggested that, should the sub-regional approach be approved, awards be allocated to sub-regions in accordance with their requests, rather than to countries on the basis of individual requests. A certain amount of sharing within the sub-regions could result. Awards have been found to have a better degree of impact if awardees do their assignments in pairs.

*(iii) Cultural exchanges*

169. While cultural exchanges are important, other funds should be found for this purpose. Awards for youth work training should be directed either to purely technical skills training or to economic/youth employment-related activities, which are given high priority by most countries.

**RECOMMENDATION 1B – AWARDS FOR YOUTH WORK TRAINING IN THE REGION**

**170. It is recommended that:**

(a) The SPC Youth and Adult Education sub-activity formerly known as the 'Award for Youth Work Training within the Region' be reinstated as a separate sub-activity with separate and increased funding;

(b) Its objectives clearly defined to meet the special and priority needs of requesting countries;

(c) And that awards be classified in order to benefit all levels of youth work in member countries, especially those from smaller and isolated states.



**20. Seminars and workshops  
(Supplementary to Activity 7401)**

**(a) Summary**

171. *Work plan:* Seminars and workshops have been used by the Youth Programme for similar purposes. The subjects of these seminars and workshops were determined by requests from member countries. The national priority ranking of the topics for which SPC funding assistance was requested is unknown.

172. Except for the Pacific Regional Youth Seminar held in 1986, seminars organised by the Youth Programme have focused on national issues. Because seminars and workshops have been classified under the general heading of training, it was not possible to ascertain their individual impact on youth with certainty. Seminars and workshops have not been assigned objectives that respond specifically to regional youth development needs.

173. Topics of the workshops are shown in Table 2 (page 29). They range from cultural symposia, carving, small business, management and networking to adult education. The seminar outcomes were often vague and it is not clear who has the responsibility for monitoring the implementation of recommendations.

**(b) Review**

174. Countries are not clear on the type of objectives appropriate to seminars funded in the regional context. They request seminars to discuss any national issues that need resolving. Because of the lack of clarity of the objectives, it is impossible to measure the degree of success or failure of this sub-activity. Generally seminars and workshops study or discuss a particular problem, evaluate a particular strategy or design a new one. These activities have to be differentiated from training, which is the transfer of knowledge, skill and attitude influencing behavioural change. Some distinction between the two types of training activities would be helpful.

175. National seminars are by their very nature isolated from regional and international youth experience. While they are regionally-sponsored activities, they have not been used to the full by countries or by the Programme. The regional input into the development of youth work in the region has been minimised by the narrow concentration and focus of seminars and workshops at national level. There is a clear need for seminars and workshops to be focused more narrowly and directly related to regional youth priority needs. As a means of focusing seminars on areas of need requiring national attention, the following list of topics areas is suggested:

*National seminars and workshops*

- Policy need identification and data systems
- Employment-related issues
- Drugs and substance abuse  
(National priorities only)

*Sub-regional seminars*

- Developmental issues
- Problematic issues
- Youth forum – young views
- Commissioned research and studies

*Regional seminars*

- Regional responses to sub-regional youth issues
- Regional priorities
- Innovations
- International issues
- Issues raised by the South Pacific Conference.

**RECOMMENDATION 1C – SEMINARS AND WORKSHOPS**

**176. It is recommended that:**

- (a) Seminars and workshops be classified as a separate sub-activity of the Youth and Adult Education Programme, with funds allocated separately;
- (b) National seminars be directed towards issues on policy, employment and drugs and substance abuse as a matter of priority;
- (c) Sub-regional seminars be directed towards developmental and problematic issues, a forum for young views and a platform for debate on commissioned researches and studies;
- (d) Regional seminars be organised to respond to sub-regional youth issues, regional priorities, innovations and initiatives, international issues and regional youth action if suggested by the South Pacific Conference.

**E. PACIFIC YOUTH COUNCIL (YOUTHLINK)**

**1. Origin and development**

177. Discussions on the activity known as the Pacific Youth Council (Youthlink) were held by youth officials of the region at several fora in the late 1970s before it was finally accepted by the South Pacific Commission as an integral part of the Youth and Adult Education Programme. New national youth councils were beginning to be formed around the Pacific then, and the establishment of a regional mechanism to facilitate co-ordination was being investigated.

178. The term 'Pacific Youth Council' was suggested at a meeting of national youth councils in Suva in 1974. Several attempts were made by regional and national youth organisations to establish the body, but it lacked the political support of governments necessary for a new regional organisation to materialise. The best attempt was made by SPC when it decided to establish Youthlink as a means of *sharing information only*, between member countries.

## **2. Work programme**

179. The Youthlink Project has a co-ordinating function for regional youth development activities (in the absence of an established Pacific Youth Council), and disseminates the latest news and information relating to youth development received from youth ministries, national youth councils, NGOs, regional and international organisations relating to youth development. It also reports on regional and international youth conferences through the quarterly *Youthlink* newsletter.

180. The *Youthlink* newsletter contains information on youth-oriented development projects and activities around the region. It aims to stimulate development at the community level by informing Pacific Island youth organisations about efforts made by their colleagues in other Island countries to deal with issues of concern relating to youth.

## **3. Objectives**

181. The objective of Youthlink is to promote Pacific youth development as a unified strategy, through regular communication.

## **4. Needs and outputs**

### **(a) PEACESAT**

182. From a shaky beginning, this satellite communications system became alive during the period leading up to IYY. Nine meetings were co-ordinated by the Youthlink secretary via satellite in 1984 alone, involving 10 to 12 countries (depending on reception). When PEACESAT faltered, the *Youthlink* newsletter picked up the momentum of co-ordinating and sharing information.

### **(b) Newsletters**

183. The *Youthlink* newsletter has been a steady, regular means of information dissemination in the region, issuing approximately every three months. The service provided by this activity is appreciated by member countries and also by regional organisations outside the region.

**(c) Directory of Pacific youth resource personnel**

184. Work to compile a directory of Pacific youth resource personnel began in 1986. Responses from countries have been slow, resulting in late publication. The Regional Youth Seminar requested the Programme to update the directory and to include information on aid agencies and other youth training resource materials available in the Pacific and in other parts of the world. Work on this is continuing.

**(d) Directory of youth organisations**

185. This was published in 1987, in a bilingual English/French edition. Only 12 countries (including Australia and New Zealand) are interested. It has three sections concerning youth organisation, donor agencies and Government contacts. The directory is being updated, but information needed from countries is coming in too slowly.

**(e) IYY co-ordination**

186. The Youthlink did commendable work for the International Year of Youth (IYY) and the realisation of this particular part of its objectives. The Pacific was indeed lucky to have had a regional organisation doing work for IYY in the region, since other Pacific youth organisations focused their IYY programmes away from the Pacific (Ottawa and China).

**(f) Pacific Regional Youth Seminar**

187. Inter-country communication through the work of Youthlink facilitated the Regional Seminar for Youth held in 1986.

**5. Views of member countries**

**(a) Objectives**

188. Ten countries appreciated the services provided by Youthlink. They considered that the objectives of the newsletter were clear, but that it was not sufficiently focused to benefit the group at which it was targeted. Countries requested that instead of a paper for general reading, *Youthlink* should provide for the continuing education of the public and of youth work professionals. Sharing of information alone is not sufficient.

**(b) Printing and delivery**

189. Thirteen countries wanted the newsletter to come out monthly and on time, preferably with one section devoted to continuing education and another to news.

**(c) Analysis of current newsletter *Youthlink***

190. Responses from countries on the impact of the current *Youthlink* are summarised below:

| Response                                                                                                                       | No. of countries |
|--------------------------------------------------------------------------------------------------------------------------------|------------------|
| Too much stale news                                                                                                            | 13               |
| Too little on developmental approaches, innovation, initiative and development systems, professional materials                 | 13               |
| Too late for national youth news, future planning, coming events, aid and advertisements                                       | 12               |
| Too divorced from other regional, international and Pacific issues                                                             | 9                |
| Countries need more information of training, on-the-job tips, study materials and contributions from regional writers on youth |                  |

191. In retrospect, all countries visited believed that perhaps they are overloading the system and are expecting too much from it. They had hopes that *Youthlink* could do all. But *Youthlink* cannot do it all. The region needs a new strategy.

**(d) Suggestions**

**(i) Strategies**

192. The programme needs to diversify its strategies, and use video, audio, booklets, electronic media, sponsored studies, professional journals, employment magazines, research studies and inter-regional/agency schemes.

**(ii) Content**

193. Nine countries wanted more educative materials and innovative strategies. Six countries wanted *Youthlink* to serve all levels of youth work in the country. Eight countries requested separate services for urban and rural youth, youth leaders and youth organisations. Other countries needed materials on policy and management, youth work techniques, analysis of social indicators, human skill development, clarification and understanding of cultural values, Pacific grassroots therapy and analytical reporting.

*(iii) National central contact point*

194. Countries need a recognised contact point at an existing resource centre where fax services are available. SPC should share some of its services with national organisations, to assist local distribution.

*(iv) Communication officer*

195. Nineteen countries wanted a special *Youthlink* or communication officer on a full-time basis. Five countries wanted the publication to be contracted out to speed up printing.

*(v) Location*

196. Fifteen countries suggested that the *Youthlink* office be moved to Fiji because of its strategic situation in terms of travel and its better news contacts and facilities. The pooling of reference resources with CETC was strongly suggested.

**6. Review of needs and output**

**(a) Introduction**

197. It is important to satisfy the varied needs of 22 SPC's member countries by providing efficient distribution of valuable, urgently needed information that can make an impact on youth work. This is especially true if we bear in mind the particular needs of non-Commonwealth countries, the north/south relationship of the region and the demand in this decade for relevant Pacific information on youth.

**(b) Aim and objective**

198. The aims and objectives of this activity needs to be changed to meet the demands of present-day youth workers and the community as a whole. *Youthlink* certainly needs to be enlarged (as suggested by member countries), but in its present form it cannot hope to accommodate all that it is being asked to do. SPC will have to take a broader view of the function of *Youthlink* in relation to communication, research, and alternative education, of which the present *Youthlink* is a very small part, and change the activity's objectives to reflect this.

**(c) Newsletter**

199. While a newsletter is obviously intended for news, one cannot hope or expect it to carry everything. The Youth and Adult Education Programme will need to diversify its strategy in so far as *Youthlink* is concerned. Since countries are requesting educational materials, the programme should improve its own resource unit, reference collection, availability of modern communication and printing facilities, equipment and staff.



**(d) Printing facilities**

200. A youth organisation must realise that it is competing with other, powerful media carrying materials that are disruptive to youth and youth work. Youth today read anything and everything. They do not have the time and money and look for and buy expensive, serious books on youth development. SPC therefore needs a small, fast printing service producing small pamphlets and up-to-date colourful, brief messages, regularly. If it cannot be done within PC, the service has to be contracted out, possibly to a youth organisation that works in this area. Pacific youth materials must be culture-sensitive and youthful in presentation.

**(e) Staffing implications**

201. If member countries' requests are to be met, at least one full-time professional staff member is needed with appropriate facilities, equipment and back-up resources. At present, *Youthlink* is being produced by the AYDO as part of her other responsibilities. If *Youthlink* is to be improved in line with countries' needs, the Programme will need a full-time communication officer. Communication is a full-time job, in a special field, and cannot be done as part of an administrative post without casualties in one of the three components (communication, administration and staff). Today, communication involving youth is fierce competitive work. It must be done by a full-time youth communication specialist if the Programme is to have any value at all.

**(f) Long-term policy and strategy**

202. The Youth and Adult Education Programme must seriously look at the long-term operation of all its activities, including the printing implications of its training activity, and work out a comprehensive policy for its out-reach programme. Serious consultations will have to be undertaken with regional governments regarding training, sub-regional activities and *Youthlink*. All activities of the Programme must be integrated, in order to maximise the use of resources and provide for mutual reinforcement.

**(g) Other SPC programmes**

203. Other SPC programmes make demands on the Youth Programme in relation to the involvement of youth in the implementation of their activities. Yet the youth programme cannot even reach the young people through its own communication facility, nor, because of the lack of staff, can it satisfy the demands made on its own programme. An example of this is the continuous demand made of the Programme's information network in relation to the following recommendations made by the Pacific Youth Seminar in 1986:

*(12) The current Youthlink newsletters published by the South Pacific Commission advise details of all directories of funding services on a continuing basis and publicise the availability of the directory published by the South Pacific Bureau for Economic Co-operation;*



*(13) The SPC make available to youth organisations in the region all SPC newsletters relating to youth development;*

*(58) Community education and awareness raising campaigns should be undertaken via all available media, including TV, radio and newspaper (Health Programme);*

*(65) The youth population be surveyed for information on substance use to establish a database (Health Programme).*

*Other requests were made in relation to agriculture, fisheries and AIDS (see Regional Youth Seminar).*

#### **(h) Summary and review of objectives**

204. The objective of the Pacific Youth Council (Youthlink) is to provide continuous, effective and broad-based field support for youth and community leaders and development workers. The Programme should focus on their immediate needs. Activities currently carried out under Youthlink should be broadened to include other educational input and resources, in addition to the news exchange through Youthlink. These should include other modes of communication, such as monthly newsletters, video productions, audio tapes, brochures, bulletins, reviews, journals, etc. The use of existing national and Pacific media should also be kept in mind. Networking and resource-sharing between countries and youth and community leaders should be reinforced. This objective can be achieved if the enlarged Youthlink service provides information and exchange in the following areas:

##### **(1) Human resource development in youth and community education**

- supervision and management guidelines, staff development programmes
- training aids, kits and modules, progressive training skills
- provision of specialised skills
- follow-up and updating of graduates from earlier courses and workshops
- indigenous and innovative training aids, equipment and materials
- professional information and advice
- development of a community resource centre for self-reliance

##### **(2) Information exchange**

- youth and community development news from countries and organisations
- dissemination of classified information related to important issues
- selection of publications and commentary on materials of region-wide application
- 'why everybody is doing that (what) and the how and why'
- information clearing-house services
- pilot projects
- regional directory of resource personnel and funding agencies

**(3) Development and research education**

- publication of research findings on youth, in a usable form
- critique of youth publications and materials produced in and outside the region
- the use of statistical and research data to determine policy, strategy and programmes
- extension work skills, project evaluation techniques
- development management

*(Some of these exist in some form and others could be produced as a result of seminars, courses and consultancies.)*

**RECOMMENDATION 2 – PACIFIC YOUTH COUNCIL (YOUTHLINK)**

**205. It is recommended that:**

**(a) The title of this activity be changed to 'Youth and Community Resources and Communication Network';**

**(b) The scope of the proposed network is to be broadened to include on the job support in the following three areas:**

- (i) Human resource development**
- (ii) Information exchange**
- (iii) Research and development education**

**(c) To reach a wider target group, other modes of communication including video, audio, booklets, bulletins, etc. are to be used, a more efficient production system be found and a more reliable delivery method established through better networking contact.**

**(d) This activity must support and reinforce all other activities under the youth and community education programme, provide linkage with other SPC programmes especially those under community education services and must work in close co-operation with relevant youth and related regional and international organisations.**

**(e) One full-time youth communication specialist be appointed and located in Suva, working with CETC and TMC; this officer is to be sufficiently resourced to function efficiently and is to be fully responsible for this service (*Refer to same officer in Recommendation 4*).**

**F. REGIONAL YOUTH SEMINAR**

**1. Origin and development**

**206. Among the early activities of the SPC youth programme, as directed by the Twenty-ninth Session of the South Pacific Commission in 1966 were the following:**

- round-table meeting of heads of organisations,
- a regional youth seminar.

207. A Regional Planning Conference on Out-of-School Youth was held in Fiji in 1974. Both government and non-government youth officials present at the Conference repeatedly expressed **the need to meet in a regional forum to discuss the major problems facing Pacific Island Youth.**

208. Of special concern are the needs of rural people in relation to education, unemployment, alcohol abuse, life skills and manpower training, the creation of income-generating activities and the co-ordination of youth activities and resources at the national and regional levels.

209. In the period following the declaration by the United Nations General Assembly in 1981 of the International Year of Youth (1985), there was a marked increase in awareness by all sectors throughout the region of the problems and needs of Pacific Islands youth and their communities, and of the urgency to find solutions in both the short and long term if real social and economic progress was to be achieved.

210. The Twenty-fourth South Pacific Conference (1984) approved a proposal to organise a Regional Seminar for Pacific Youth during the International Year of Youth. As no financial provision was made within SPC's regular budget for this item, the Secretariat was instructed to seek external funding to finance the full cost of the seminar, which was initially planned for February 1985. The seminar was finally held from 10 to 14 February 1986 at SPC headquarters in Noumea, New Caledonia. Thanks to substantial extra-budgetary financial contributions from UNESCO, the Commonwealth Foundation and the Governments of France and the United States of America, 37 participants, including one government and one non-government representative from 19 Pacific Island countries and territories, attended.

## **2. Work programme**

### **(a) Aims and objectives**

211. This regional activity seeks to provide an opportunity for youth and community development workers (government and non-government) to review and improve youth development activities in the region.

212. It was also intended to be an arena where these workers, having a common task, could meet and get to know each other on a more personal basis, thereby enhancing the inter-country communication network on youth issues in the region.

### **(b) SPC Youth Programme focus**

213. The focus of the activities of the Youth Programme in 1987 was on in-country programmes. This was in line with the recommendations of the 1986 Regional Seminar for Pacific Youth, which called on local authorities (both government and non-government) to place more priority on the development of young people in their countries.

214. The South Pacific Commission was also requested to focus more on the needs of young people at national level. The Seminar participants felt that in-country training programmes to improve the working relationship between government and non-government structures were necessary before sub-regional and regional activities could be really beneficial to the countries of the region.

215. The YDO reported that concentration on national activities tends to isolate youth workers and countries from the regional and international youth work scene and that this is partly an after-effect of the MTU experience.

216. The SPC Youth and Adult Education Programme intended to continue national activities in 1988 and to commence sub-regional and regional activities in 1989.

217. The focus on in-country activities was much appreciated by the countries concerned. Words of appreciation were received from American Samoa, Federated States of Micronesia, the Republic of Palau, Niue, Tonga and Tuvalu.

### **3. Needs and output**

#### **Activities**

218. Activities undertaken under this item (7103) were mainly designed to follow up the recommendations of the 1986 Youth Seminar. They included, amongst other things, the national training programmes and awards for youth work training. One of the recommendations of the Seminar was that another seminar be convened in 1988. (*It was eventually held in American Samoa in 1991, after this report had been written.*)

219. Of the 84 recommendations made by the Seminar, 10 were directed to the South Pacific Commission. These, with comments, will be found at the end of this section.

### **4. Views of member countries**

#### **(a) Need for more relevant objectives**

220. Twelve countries believe that sub-regional seminars and workshops are most appropriate and practical as they are more likely to achieve objectives while retaining some cultural sensitivity. Discussions at sub-regional level can be applied easily to state, provincial and island issues, and are less likely to be overshadowed by the larger regional issues. Regional concerns are sometimes too far removed from the reality of some countries, especially the smaller ones. Too often regional issues become lost in academic debate and the bureaucracies of organisations.

**(b) Increasing the visibility of SPC in the region**

221. The regional youth service structure came under tremendous strain as it tried to cope with the diverse needs of the youthful population of the region. The SPC Youth Programme could not do justice to the needs of all members in terms of quantity, quality and effectiveness of service. As a result, some communities in the region did not know that SPC youth programmes still existed.

222. The growth of other youth organisations in the region, coupled with the limited ability of SPC to make the desired impact at basic community level, has greatly affected its visibility. Because the needs of countries are increasing year by year, sub-regional instruments are needed. A regional youth seminar is limited in its capacity to deal with national and sub-regional needs.

**(c) Decentralisation of programme delivery**

223. Methods of programme delivery need assessment. Project monitoring, evaluation and follow-up are decreasing as needs of member countries increase. Decentralising some SPC programme monitoring by working through sub-regional organisations would increase programme efficiency and effectiveness and make more focused consultation possible. Countries of Micronesia strongly support this move and suggestions that an SPC contact be accommodated at Guam University to minimise costs. Hosting of SPC youth programmes by countries in sub-regions was also put forward. One SPC out-post is already in place in Suva.

**(d) Sub-regional activities and mechanism**

224. Four countries agreed that, with a sub-regional structure in place, resource sharing between countries in the region would increase and would maximise benefits to parties concerned with the cost aspect. SPC's role would be to facilitate this sharing which would make a major impact on the basic community level and on networking.

225. Ten countries do not have a sub-regional youth organisation to assist them, while others benefit from both international and regional youth services. Sub-regional activities encourage the sharing of resources, while ensuring that no country is missed out altogether.

226. Ten countries suggested that the Sub-regional Directors of Youth and Representatives of NGOs Meeting be organised like other SPC programmes. This would mean that countries under the Commonwealth do not need another board, as their need would be served by CYP in collaboration with SPC. However, SPC's youth programme would have to be so planned in order to confirm SPC solidarity amongst its members.

227. Eight countries strongly suggested that instead of the current Regional Youth Seminar, a Regional Youth Consultative Conference made up of representatives of sub-regional meetings be called at least every three years after sub-regions have met. It becomes unnecessary therefore to call every country to a regional meeting.



**(e) Strengthening regional solidarity**

228. Five countries suggested that the sub-regional approach to youth work in the region would, in the long run, strengthen regional solidarity rather than weaken it, because co-operation is built on national and sub-regional strengths. Regional solidarity loses its real meaning and value if it has no roots at lower levels. However, the current regional flavour and perspective of the SPC Youth Programme must not be replaced by sub-regional activities. The sub-regional approach to youth work in the region is merely a sub-strategy of the regional character of SPC, employed to ensure that the organisation is sensitive to the needs of member countries. This sub-strategy is a convenient and cost-effective method of reinforcing national networks.

**(f) Other views on the sub-regional approach**

229. Countries' views on the advantages and disadvantages of regional and sub-regional seminars and approaches to youth work:

- There are very few (decreasing) sub-regional activities going on, although there is an increase in internationally-sponsored activities;
- We do not know our neighbours well;
- We cannot share common concerns, similar needs and problem solutions with our neighbours;
- We cannot run joint activities because there are no funding criteria at sub-regional levels;
- There is too much concentration on international and regional projects and programmes;
- We should have started on sub-regional activities after national programmes and then built regional solidarity and co-operation from that base;
- Sub-regional activities are more culture-positive, action-oriented and less costly;
- All we need is SPC to establish a contact point or host agencies in the sub-region;
- A sub-regional approach would make it easier to integrate SPC's youth development efforts with those of other agencies in the region working at the same level;
- A sub-regional approach is much closer to grassroot life and would help SPC to be a better implementing arm of other international agencies at basic community level in our countries;
- Sub-regional activities have been carried out by other programmes of SPC: why has this not been the case for youth?

## **5. Review of needs and output**

### **(a) Introduction**

230. Because its activities and programmes depend on the grassroots-level needs and desires of the member countries, the relevance of the organisation as a whole is confirmed each year in the practical setting of regional co-operation and consultation. However, the impact and relevance of SPC youth programmes has continued to decrease in the last five years while, at the same time, the needs of youth in these countries have increased.

231. SPC should therefore review its programme development, services and strategy to make them more responsive to the needs of all member countries. The effectiveness of a regional organisation operating wholly out of Noumea is questionable. An additional strategy to ensure that all countries are serviced each year by the SPC Youth Programme must be found.

#### *The need for a Pacific regional meeting*

232. For a regional programme like the South Pacific Commission's Youth and Adult Education Programme, it is not necessary to argue that there is a need for countries to come together occasionally for regional consultation, resource-sharing and strategic planning. However, the reason for such a gathering not being convened until IYY escapes the reviewer. Regional consultation has always been requested ever since the Youth Programme began.

### **(b) Aims and objectives**

233. It seems that the aims and objectives of this activity do not address the needs of member countries adequately. The aims and objectives must go beyond 'Reviewing' and 'improving' youth development activities in the region, and also include 'a forum for youth personnel to know each other', and must be laid down in writing. They must fit in with the overall aim of the Youth and Adult Education Programme and the purpose for which SPC was established.

234. The Youth Programme needs to review and improve its activities. A Regional Youth Seminar is but one means of doing this. Its benefits for member countries must be sufficiently positive to justify the substantial costs.

### **(c) Need**

235. Member countries considered a regional gathering essential and therefore recommended that another seminar be held in 1988. They desperately wanted some concrete action and improvement to take place. So eager were they that, at the 1986 Seminar, they put up 84 recommendations, of which 10 were directed to SPC.



236. An analysis of country responses concerning the need and impact of this activity made the reviewer feel that member countries do not really need a Pacific Regional Youth Seminar, and that what is really required is a regionally sponsored consultative forum on youth issues that need addressing regionally.

237. A physical expression of regional solidarity and visibility was needed for IYY. A Regional Seminar for the occasion was perhaps justified, but does not consider that such a Seminar is the appropriate forum to 'review' and 'improve' the Youth Programme.

238. Member countries have indicated that there is a need for redirection, possibly including a sub-regional approach. This change of thinking is an indication of maturity. Youth services by their very nature require the confidence and agreement of the receiver if they are to remain successful.

239. This report often mentioned cultural identity, ethnic grouping, basic communities, local sensitivity and so on. Here is an opportunity to take some of these into account.

240. A new approach would re-allocate the funding originally earmarked for the regional seminar to sub-regional seminars, held in rotation so that each sub-region met at least once every two years. In the third year, the funds would be used to host a regional consultative meeting made up of representatives of sub-regions. Appropriate guidelines should be drawn up for the operation of the sub-regional meetings.

241. This new approach would mean that the same funds would achieve a better spread of participation, discussions would be focused closer to home and national resource-sharing and more realistic networking would be encouraged. National and sub-regional activities are also easier to monitor.

242. A sub-regional forum would increase the dependence of members on each other, so that they did not rely on SPC alone. In this context, better co-ordination, local decision-making, maximum self-help and participation are natural outcomes.

243. SPC could contribute by encouraging the formation of sub-regional youth committees. These newer mechanisms are likely to attract more funds from governments and private resources.

#### **(d) Activities**

244. Topics to be discussed at the sub-regional forum and activities can include:

- Better training alternatives,
- SPC-sponsored programme resource monitoring,
- Information disseminations,
- Budget sharing,
- Evaluation of programmes,
- Needs assessment,
- Publications (co-ordination and development),
- Youth policy and strategy evaluation, and
- Exchanges.

### **RECOMMENDATION 3 – REGIONAL YOUTH SEMINAR**

245. To ensure:

- The cost effectiveness of all activities sponsored by the Youth and Adult Education Programme,
- The relevancy of its policy, strategies and programmes to meet new needs,
- The continued efficiency of its service delivery systems,
- The accommodation of the special needs of small states and village and basic communities,
- The participation and maximum utilisation of existing socio-economic systems, improved networking and the sharing of national resources for the benefit of young people,
- The provision of a forum for meaningful dialogue and exchange,

And:

- For reasons of cultural sensitivity and preservation,
- And to increase its programme visibility and strengthen its regional solidarity,

**it is recommended that:**

- (a) The title of Activity 7403 'Regional Youth Seminar' be changed to **Pacific Sub-regional Youth and Adult Education Forum**;
- (b) SPC assist in the establishment of three such fora, one each in Micronesia, Melanesia and Polynesia, and facilitate meetings of these fora at least once every 2 years;
- (c) Membership in these sub-regional fora comprise policy-makers in youth and adult education from member governments and non-governmental lead youth agencies;
- (d) The function of these fora be to advise SPC in such areas as:
  - (i) The effectiveness of its Youth and Adult Education Programme;
  - (ii) The relevancy of its policy and programmes;
  - (iii) Alternative strategies and changes in programmes and policy to meet new needs;
  - (iv) The efficiency of service deliveries;
  - (v) The effective utilisation of SPC and other assistance in the sub-region;
- (e) The fora should also serve as an arena for dialogue, resource-sharing and exchange.

**It is further recommended that:**

- (f) On the third year after the sub-regional fora have met, SPC call a regional conference of representatives of the three fora to submit major policy recommendations for appropriate action by CRGA and the South Pacific Conference.

*(Names, titles and timing of the above recommendation are suggestions only and may be decided by the 1991 Youth Seminar, or another appropriate SPC meeting.)*

**G. ASSISTANT YOUTH DEVELOPMENT OFFICER: ORIGIN AND DEVELOPMENT**

246. The Sixth South Pacific Conference in 1986 asked that priority be given by the Commission to assisting countries in the field of youth work, in particular by training youth leaders. It requested that a Youth Work Officer be appointed in 1966.

247. The position was filled in 1966 and designated as Specialist in Out-of-School Youth Education. The title was changed to that of Youth Development Officer in 1980. A total of six Youth Officers have been responsible for the Youth and Adult Education Programme since its inception.

248. A part-time officer was recruited in 1980 to work on *Youthlink*. However, because of shortage of funds this part-time post was only filled for a short period. In 1989 the full-time position was created. This officer's duties include *Youthlink*.

**1. Work programme**

249. The appointment of the AYDO in 1989 was funded by grants from the Governments of French Polynesia and New Caledonia. Her contract was for two years, expiring at the end of 1991. The duty statement includes administrative responsibilities, the *Youthlink* newsletter, and other Programme functions.

250. The AYDO is responsible for establishing and maintaining a Youth Information Resource Unit for use by the 22 member countries and for the compilation and preparation for printing of the quarterly *Youthlink* newsletter. She also has the task of compiling and updating the directories of regional youth personnel and resources. The printing and distribution of relevant brochures, publications and documents also fall under her responsibilities.

251. In addition, the AYDO is responsible for organising and conducting training courses and youth programmes for providing advisory services to the French-speaking countries in the region. She is also required to assist with the conduct of research on youth, and of surveys and case studies to assess the impact of the SPC Youth and Adult Education Programmes, and with recording youth experiences in the region.

252. Finally, she assists the routine administration of the Youth and Adult Education Programme and acts for the YDO in his absence.

## **2. Needs and output**

253. The AYDO was responsible for running the Youth and Adult Education Office during the period between the departure of the previous YDO and the arrival of the present one. She acted for the YDO for a total of four months in 1989.

254. She has written around the region requesting information on local resource personnel for inclusion in the Directory on this subject, but responses have been slow in coming in. She has informed countries of the Programme's intention to update the *Directory of youth organisations* (first published in 1987), but again information has been arriving very slowly. The AYDO has also started work on a new information pamphlet. *Youthlink* has been prepared for printing, the mailing list has been updated and AYDO is working on the possibility of a French edition.

255. Some progress has been achieved in organising youth activities in New Caledonia.

256. The AYDO also attended workshops, meetings or training courses in the Cook Islands, French Polynesia, Fiji and Wallis and Futuna.

257. Comparatively, this Officer is performing the duties similar to those performed by three officers in the Pacific Women's Resource Bureau and also carrying the same workload as three officers of the Commonwealth Youth Programme.

## **3. Views of member countries**

258. An overview of the staffing position in youth organisations in the region is given here to provide a better perspective on countries, regarding the apparent lack of input by the staff of the SPC Youth Programme.

### **(a) Basic community level**

259. Almost all basic community youth workers in the rural areas in the Pacific are volunteers, serving youth needs through some form of social organisation on a part-time basis. As volunteers, they are either not paid at all or are given some form of allowances by governments, statutory bodies, municipalities or their own communities. The welfare and training of these workers depend on the goodwill of the community they serve and are determined very much by the type and nature of the social organisation used by the community to carry the services to young people.

260. The SPC Youth Programme has never really made an impact on training of staff at this level, who are desperate for professional assistance.

**(b) National youth organisation level**

261. National youth organisations are generally staffed by full-time professionals. The SPC Youth Programme provides some skills training to staff at this level, but very little that is relevant to the management, strategic planning and evaluation skills that they need.

262. Criteria to gauge the effectiveness of the SPC Youth Programmes have not been identified or researched. The capacity of governments in the region to train their youth management workers effectively with the help of SPC funds has never been assessed before, and there has been no indication of the impact of previous SPC-sponsored training courses.

**(c) Staffing levels**

263. Several aspects of the AYDO post intrigue the reviewer. Why has there been only one staff member on the Youth Programme for all these years, when programmes of more recent origin have three times the number of staff? What is the exact nature of the needs of the region which the duty statement of the YDO was designed to address and how were these needs defined? What exactly is the desired impact of each duty statement and what indicators can be used to measure it? Money aside, the programme cannot provide a response to these questions because it does not have the means to assess the exact nature of youth needs in the region. The programme has to go beyond regional seminar recommendations to do this. Unless the needs are clearly determined, it is impossible to identify precise objectives and strategies, (which include the duty statement of the AYDO) and programmes are in danger of being misdirected.

264. With these thoughts in mind, the reviewer widened the base of the questions on staffing needs as much as possible.

265. Seventeen countries suggested that a Community Education Officer (specialising in youth studies and with a multi-disciplinary qualification) be appointed to be responsible for all programme and project management aspects of the training function of SPC's Youth Programme.

266. Fifteen countries agreed that a full-time staff must be made available to service the programme's research, communication and resource network functions.

267. Ten countries agreed that these two additional staff were required immediately, to enable current staff members to be engaged more in forward-looking strategies, in-depth consultation, analysis of need and policy direction and provision of an improved clearing-house service.

268. These countries agreed that one or two people cannot perform all the tasks demanded by the growing youth population of the region, especially at basic community level. Fewer staff will necessarily result in less visibility and in the depletion of services provided regularly by SPC in the past, let alone the demand for new ones.

**(d) Communication problems**

269. Six countries share the view that Noumea is too remote for regional youth contacts and that this impedes communication and consultation, causing delay and irregularity of contacts by phone and mail between SPC staff members and the Island countries. Letters from SPC should be copied direct to Youth Offices, both Government and NGO.

**(e) Visits and consultations on training needs**

270. Fifteen countries feel that they could have been visited more regularly for in-depth consultations than the present average of twice in the last five years. Apart from *Youthlink*, nineteen countries had only three written contacts with the Programme in the past five years.

271. The SPC Youth Programme is generally unknown at basic community level, as most of the visits and consultations have been at top government level.

272. Nine countries feel there should be an annual, on-going review, evaluation and follow-up of all SPC youth activities and continuous need assessment exercises. The staff are not entirely to blame for this lack of regular contact.

**(f) Service delivery**

273. Seventeen countries view the current emphasis and content of the SPC Youth Programme as incomplete and irrelevant to their needs.

274. Eighteen countries hold the opinion that the visits, clearing-house and resource personnel for youth activities are not very efficient and that to some degree youth services duplicate national programmes.

275. Five countries expressed the need for notice of SPC youth activities to be given well in advance. They also commented that very little is done by the SPC Youth Programme to reinforce cultural and traditional aspects of development.

**(g) Need to improve administrative structure**

276. Ten countries suggested that a drastic change in administrative structure, staffing and service delivery methods be made immediately to improve efficiency and effectiveness.

277. When asked for suggestions under this heading, fourteen countries strongly recommended the decentralisation of some aspects of the SPC Youth Programme, increases in staff, funds, office facilities and equipment, and closer integration of all SPC's community-directed training and resources.



278. Ten countries suggested that the SPC Youth Programme be given a sub-regional emphasis and that sub-regional meetings of Heads of Youth and Community Development be held for in-depth discussion on issues of common interest. They also mentioned as an alternative, the possibility of using either an SPC base or recognised national training facilities to host sub-regional conferences, programmes, resource delivery outlets and consultation mechanisms for the SPC Youth Programme. The same sub-regional machinery could be used for programme evaluation, literature distribution, data processing, consultative meetings, follow-up and grassroots monitoring. A national NGO could be authorised by government to lead it.

279. The above was suggested in the belief that ideally SPC should be constantly in tune with the people of the Pacific and that, because it has not kept pace with development in the past years it can no longer to do this effectively and efficiently.

#### **4. Review of needs and output**

##### **(a) Staffing of Youth Programme**

280. The nature of staffing of youth work in the region as a whole must have some bearing on the staffing, programme direction and priorities of the SPC Youth Programme. It seems, however, that the state of affairs in the field has rarely been taken into consideration when SPC youth staff requirements and priorities have been decided.

281. Member countries unanimously considered that more staff were needed to service their growing needs. These included more adequately trained full-time staff at national levels, provincial and area levels. Basic and village-level workers see no reason why they cannot be trained as professionals. The present complement of staff in the SPC youth programme was seen by member countries as grossly inadequate for the youth services required, or even to maintain SPC's current youth activities.

282. An across-the-board comparison of youth organisations in the region shows that SPC has the fewest full-time staff (CYP, serving 13 countries, has 5 full-time and 1 part-time staff, UNVDDS has 6); SPC also has the smallest amount of programme funds and training equipment.

283. SPC Youth Programme staff, however, have to serve the most countries, the biggest youth population and the widest area of operation of all the regional youth programmes. In the absence of exact numbers of youth organisations in the region, a staff ratio could not be provided.

##### **(b) Duty statements**

284. The operations of the two staff members of the SPC Youth Programme, as spelt out in their duty statements, is quite comprehensive to say the least. The breadth of their responsibilities, the time constraints caused by the need for both field visits and administrative duties at headquarters, and the physical location of their base are enormous.



285. The SPC Youth Officers are therefore compelled to make a decision on which functions they can do best in the time available and which activities should be given priority. In order to do justice to the needs of the region, quick, short visits are carried out to some government offices and some national youth organisations, and little or no time is available for in-depth study discussions on important issues at all levels.

**(c) Unattended needs**

286. Programmes that suffer as a result include research and evaluation activities and preparation of handbooks, training kits and professional literature. Training preparation and delivery and follow-up of projects and programmes cannot be done adequately, co-operation with other agencies becomes limited, the benefits of Youthlink cannot be maximised, impact assessment-surveys are not possible and less time becomes available to respond to letters, update the two directories and attend to the needs of the French-speaking countries. All the above form part of the duty statement of the AYDO, who also has to act for the YDO in his absence.

**(d) AYDO output**

287. *Adequacy:* The current AYDO is motivated to work with and for youth in the region and prepared to face the gravity and scale of the need. Her contract, however, expires in 1991 and her future at SPC to continue what she has begun is in doubt.

288. *Quality:* The AYDO has proved during her term of service that she is adequately skilled for the job, she has turned out *Youthlink*, has done advisory services for the French territories and is working on the youth directories as mentioned in the work programme.

289. *Timeliness:* She arrived when the post was most needed and her input has been an asset to the Programme.

290. *Effective utilisation of skill:* The major problem area is the effective utilisation of her skills by the Programme. Each duty in her duty statement should be the subject of a task analysis of each duty in order to arrive at a compact job description input reflecting the relationship between the needs she is to address and her input.

291. *Distribution of staff time:* It seems that the programme has overloaded the AYDO to the point of ineffectiveness. An approximate analysis of the time she spends on her various duties is given below:

|                                                                       |     |
|-----------------------------------------------------------------------|-----|
| Administration (technical)                                            | 44% |
| Publications ( <i>Youthlink</i> , directories and other publications) | 40% |
| Training                                                              | 7%  |
| Advisory services and meetings                                        | 6%  |
| Resource unit                                                         | 1%  |
| Research, survey and case studies                                     | 1%  |
| Development issues and planning                                       | 1%  |

292. AYDO spends most of her time on technical administrative duties because of the YDO's very tight schedule of travel, advisory services and training. The publication requirements of the programme take up the second major portion of her time. These two duties between them occupy 82 per cent of her time. Time left for contacts and developmental activity is reduced to 16 per cent, making her contribution to the youth of the region unbalanced and almost insignificant. Of greater concern is that the most important components of her regional duties, which include on-going research, strategic planning and national youth need identification and resourcing, are neglected. It was on these very areas that SPC laid emphasis when first engaged in youth work in the Pacific.

293. *Lack of funds for programme, travel and equipment:* Adequate funds for the AYDO to plan and perform her duties are not available.

294. *Insecurity and productivity:* As an employee funded from extra-budgetary sources, the AYDO understandably has a high sense of insecurity, which must affect her performance and influence the productivity and impact of the activities under her responsibility.

295. *Advisory services and staff time commitment:* Advisory services provided by the YDO have increased in the last three years. If this indicates that the acute needs of the countries are indeed increasing, then the appropriate long-term response may not be to increase the advisory service or combine it with conferences, but to obtain more qualified staff to solve the problems at their roots.

#### (e) Summary

296. The shortage of staff has been a continuing problem of the programme for a long time. While visits, advisory services, training courses and seminars have been conducted over the years, their combined impact at the level where they matter most – the living level – has not been noticeable. The situation is so serious that SPC must decide what it can do best, if it continues to be constrained by the lack of staff.

297. Countries of the region, however, have repeatedly and publicly proclaimed their trust and confidence in the ability of the SPC Youth and Adult Education Programme to provide the most suitable and relevant responses to their youth needs. No regional youth organisation is as well placed to do this as SPC's Youth Programme, which has 20 years' experience in the field, is in contact with the most seasoned and experienced Pacific youth workers and possesses the richness of socio-cultural diversity needed to respond adequately to Pacific youth needs.

298. On the basis of country responses received, the reviewer has had to extend the parameters of the evaluation of Activity 7404 to include its implications for the overall staffing position of the programme.

299. It is his honest opinion that SPC should confirm the position of AYDO and make every effort to recruit more staff for its Youth Programme.

300. The staff listed in Recommendation 4 (below) are the number an organisation like SPC's Youth Programme should have in this decade. With additional staff, both the YDO and the AYDO, while being responsible for the whole programme, will have more time for serious strategy planning, conducting or commissioning surveys and research, compiling a database, building up a pool of literary resources for distance training and national resource units, making international contacts, and making inroads into other important areas that have been 'buried' in the past.

301. A lot more field-work still needs to be done by the YDOs. This includes project monitoring, study visits, awards and sub-regional activities.

302. More emphasis has to be given to encouraging governments to strengthen their own training teams and resource units. To prepare the SPC Youth Programme for the year 2000, not less than four full-time staff are needed. This is a very small number compared with other organisations which serve a much smaller target group. The reviewer has arrived at this number of additional staff after taking into account the availability of other SPC Programme staff, especially those at CETC, RMC and the rest of the Community Education section of SPC.

#### **RECOMMENDATION 4 – POST OF ASSISTANT YOUTH DEVELOPMENT OFFICER**

**303. It is recommended that:**

- (a) The post of AYDO be confirmed, salary and allowances met from the Core Budget, and provision for travel and project funds be allocated as appropriate;
- (b) The duty statement of this position be readjusted as discussed in the review and aligned with the appropriate sections of this recommendation.

**It is further recommended that two additional staff be appointed as follows:**

- (c) One Youth and Community (Adult) Training Officer, to be responsible for all matters relating to the planning and conduct of the training function of the Youth and Adult Education Programme, both out-reach and residential.
- (d) One full-time Youth Communication Officer, to be responsible for all the publication requirements of the Youth and Adult Education Programme and for the establishment and operation of the SPC Youth and Adult Education Resource Unit;

**and that:**

- (e) These two officers, when appointed be based in Suva, Fiji, so that apart from the benefits of working in collaboration with CETC and RMC, they can liaise directly with the Fiji-based CYP, USP, the UN agencies and other relevant organisations that have agencies in Fiji.

*(Note: There is no duplication of functions between the Youth and Adult Training Officer (proposed above) and the Instructor in Community Development at CETC (existing). The former is responsible for top-level residential management courses (Recommendation 1A(d)) and also for national and basic/village-level courses (mobile/outreach) (Recommendation 1A(b) and (c)).*

*There is no reason why these officers should not collaborate. This is a management decision.)*

## **H. CONCLUSION**

304. I hope that this report will assist the SPC Youth and Adult Education Programme to start afresh. Training is an important strategy of the South Pacific Commission in its service to the young people of the region and it is in the training field that we must renew our efforts. I have no doubt that there is a lot of goodwill in our governments to provide, as best they can, for their young people. 'Partnership' is the word which will help the young people themselves to provide leadership.

305. The report contains only eight recommendations (including the four supporting recommendations). They are directed at the very foundations of youth work. Some people may consider them too radical, but they are the very essence of what is needed by youth. SPC cannot afford to let the young people down.

306. We do not begin building our house from the roof. We have to consolidate the foundations, even if this takes longer or costs more than the whole of the rest of the building. If we can do this for the SPC Youth and Adult Education Programme, the future will be brighter.

## **I. ACKNOWLEDGMENTS**

307. I thank the Secretary-General, Mr Atanraoi Baiteke, for the confidence the South Pacific Commission has shown in entrusting me with the evaluation of this Programme.

308. I must also thank all the young people of the region and their leaders, governments, the churches, communities and islanders who gave freely of their time and homes to help me accomplish the task entrusted to me. A special word of gratitude is due to the staff of the Commission, who allowed me to share their knowledge and experience.

309. Finally, I express my sincere gratitude to all ministries of youth and international organisations, who assisted me in this task.



## APPENDIX I

### **SUPPORTING RECOMMENDATION TO RECOMMENDATION 1A(b) – SPECIAL SPECIAL CONTINUING EDUCATION EXTENSION COURSE FOR BASIC VILLAGE-LEVEL YOUTH WORKERS AND LEADERS: RATIONALE**

#### **1. INTRODUCTION**

1. To provide a base-line for this evaluation, youth groups in the Pacific were classified in three categories, according to the basic social groupings to which youth belong and to which they look for support and resources. They also rely on these social networks for status and recognition, and, in return, give their primary social loyalty and responsibility, outside their nuclear families, to them.

#### **2. KINSHIP, COMMUNAL, CULTURAL AND TRADITIONAL YOUTH GROUPS (BASIC COMMUNITIES)**

2. These youth groups are formed through ties of kinship, culture and tradition, and community allegiance, including shared bloodlines, marriage links and traditional alliances. The group generally shares the same resources, norms and social values.

3. Most rural church youth groups are established along these lines and, in addition, share the church's spiritual teachings, values and funds.

##### **(a) Location**

4. Approximately 60 per cent of Pacific youth groups belong to this category. They operate in villages and rural settlements and can occasionally be found in the suburbs of towns and cities.

##### **(b) Origins**

5. These youth groups generally trace their origins back into their own community history. Young people's activities are extensions of the cultural and traditional life of their ancestors. Often groups of young people engage in traditional and communal activities long before they register as youth clubs under their Ministries or Departments of Youth. Some clubs express their unity through social activities like sports, choirs, dance groups, etc. Usually these groups were not officially recognised until the late 1960s or early 1970s, when organised youth clubs first came into existence in the Pacific.

##### **(c) Impact on community development**

6. This group has the most continued impact on its own development and that of its communities. The main reason for this is the ever-present community support (from close family members) which is kept alive through constant communication, reinforced by combined activities, such as grassroots development projects, and shared cultural allegiance.

7. Group programmes and projects are usually developmental in nature.

**(d) Resources**

8. Most (sometimes all) of the resources used by this group come from the community itself. Funds are obtained through communal fund-raising drives and from the sale of farm crops, fish and vegetables. Funding from the outside is minimal, and as is technical and management assistance.

**3. YOUTH GROUPS BASED ON SPECIAL INTERESTS**

9. Approximately 33 per cent of youth groups in the Pacific are in this category. They are usually formed by people of influence in the community who are able to share their particular interest with the youth groups and their leaders, and in most cases are assisted by governments and/or the churches. Scouts, Guides, Boys and Girls Brigades, YMCA, YWCA and church groups are classified under this group. While they share some characteristics with the communal/traditional (basic community) youth groups, their greatest bond lies in their dedication to their shared area of interest.

**(a) Origins**

10. The origin of youth groups in this category generally lies overseas. They are usually started by well-meaning people who have managed to obtain support from governments and administrations and to generate interest among young people. Most of these organisations came into the Pacific after World War I. Their programmes have a strong emphasis on welfare, character formation and rehabilitation.

**(b) Location**

11. Interest-based youth groups were originally found in towns and cities, but are slowly trying to move into the rural areas. Because these groups normally find favour with governments, are backed by the churches and are assisted by their overseas sister organisations, they generally enjoy better facilities and equipment than other groups and are often staffed by well-trained, better-paid staff.

**(c) Impact**

12. The impact of these groups is more profound and visible at national level. They are more vocal than other groups and their programmes generally attempt to respond to the needs of the country through vigorous short-term programmes, often using overseas assistance and concepts. Experimentation and innovation are characteristic of these groups.

**(d) Resources**

13. As explained above, these groups obtain most of their resources from overseas and are in touch with overseas funding agencies. They are thus able to invest in activities that will generate additional income for their operations.

#### **4. OTHER YOUTH GROUPS**

14. Seven per cent of youth groups come under this category. They are generally very tightly structured, elite and provide special services to the community and to the nation. They are selective in their membership and have fewer problems with funds and general support.

#### **5. TRENDS TO THE YEAR 2000**

15. Eleven countries believe that, in the future, more and more youth groups will be based on kinship, communal, cultural and traditional lines.

16. Five countries responded that some of their young people are asking 'Who are we?'. Four countries said that some of their youth are tired of being looked after by somebody else. They felt that a shift in public opinion was needed to enable these young people to regain their dignity so that they are no longer degraded and labelled as problem people, requiring welfare treatment. Several others want young people to be equal partners to the development effort now, rather than in future.

17. This will certainly be a socially enterprising decade, especially for young people. Some young people in the Pacific are already wanting to share some leadership tasks at the grassroots level immediately.

#### **Role of SPC**

18. Fourteen countries requested SPC to concentrate more of its services at the grassroots, basic community level. They also requested SPC to undertake studies of the kinship, communal, cultural and traditional bases of youth groups, as possible alternative development strategies for alleviating the present plight of youth.

19. Sixteen countries believe that the solutions currently offered for problems facing young people are loaded with outside values and that the search must continue for properly balanced solutions to solve the problems of youth in basic communities.

20. Sixteen countries requested SPC to provide more training at basic community level (the first social group of young people after they leave home and school), and more research on the social, economic and political organisation and systems at grassroots level. Questions are being raised about the present role of the traditional Big Chiefs, the Wantoks, the Hauslines, the Matai, the Nopolo and Vanua social systems and sub-systems in youth development strategies. Countries need specific data and new strategies and development models that will respond positively to cultural realities and contribute directly to the needs of basic grassroots communities.



## **6. GOVERNMENT MINISTRIES OF YOUTH**

21. All countries in the region have some form of government machinery charged with the development of their young people. In terms of their internal capacity, staff, funding and administrative strength, the range is wide. Their outreach capacity varies according to the size of their youth population and geographical spread. They range from full-blown ministries to a youth desk within another ministry. Most government agencies responsible for youth experience problems of constant shifts from one ministry to another, changes of status, being lost in too large a ministry, and rapid changes in directors, direction and emphasis, all of which are related to factors outside the youth scene.

22. The impact and effectiveness of government youth machinery are outside the terms of reference of this evaluation. All governments, however, are trying their best to cope with the task presented by the growing number of young people and the constraints of limited resources.

## **7. NATIONAL YOUTH ORGANISATIONS (NGOs)**

23. The nature and form of national youth organisations in the countries of the region vary a great deal more than government youth machineries. They include youth councils, youth congresses, youth offices and youth officers. They share similar problems, some of which are lack of trained staff, lack of finance, little management expertise, lack of administrative facilities and equipment and often the loss of direction.

### **(a) Origins**

24. Most national youth organisations were established following pressure or directives from above and outside (government and otherwise), with the involvement of only a very small percentage of youth groups. Most youth groups had to be 'pulled in' to justify the 'national' character of the organisation.

### **(b) Impact and effectiveness**

25. This evaluation cannot measure the impact and effectiveness of national youth organisations in the region. However, some inferences can be drawn from the cost-effectiveness of their operations, and the problems they are experiencing, which cast some doubt on their relevance and productivity.

### **(c) Comments from countries**

26. Summarised below are the views of sixteen countries regarding the operation of their national youth organisations:

- They are weak at grassroot level, or not organised yet;
- They need fully equipped offices, communication devices and full-time, paid staff;

- Perhaps they should transfer management skills to basic community level and encourage use of local resources;
- A National Youth Council is not needed; operations at Island level are more effective;
- Basic community organisation should be strengthened first; then organisations at that level can design and build the type of national youth organisation most appropriate to them;
- The diffusion process should be reversed, so that the organisational structure is built from the bottom upwards;
- National youth councils are workable only for social projects and community services;
- The basic community should be strengthened through culture-positive management;
- National organisations should not initiate activities; they facilitate co-operation through resource-sharing, and assisting in the provision of local resources;
- They should empower the local community and assist grassroots systems in favour of their youth.

**(d) Determination of needs**

27. Needs of village-level youth should be assessed and identified by the youth themselves. Seven countries felt that their councils could research the needs, under the supervision of their youth and community leaders and assisted by government and SPC. This was to be done once every three to five years.

28. It was further suggested that community-based, prioritised needs analysis and problem census should be the base for youth development and forward planning by national youth organisations, governments and SPC.

29. Eight countries agreed that, for this to materialise, an adult education and awareness programme must be part and parcel of the exercise. Simple human skills and basic management of village-level community life were considered essential.

**(e) Strategies for grassroot basic community**

30. Eight countries suggested that the present practice of project proposals being written without participatory research by the young people themselves on the subject hinders effectiveness and project impact. National or state youth council personnel should train workers on research methods, with a view to arriving at a mutually agreed youth policy and strategies for the state and the nation.

31. Other countries' views were as follows:

- Youth programmes at village level do not need adult *management*, but they do need adult *support*;
- The element of community service by youth contributes to civic responsibility;
- Further decentralisation (to lessen bureaucracy) would encourage youth growth and enable grassroots youths not only to benefit from, but also to contribute to national development;
- At present, community youth leaders do not either understand or appreciate national goals;
- National youth leaders are sometimes seen as foreigners to their own communities.

**8. SPC AND THE NEED TO REACH PACIFIC YOUTH AT GRASSROOTS, BASIC COMMUNITY LEVEL**

32. Since the appointment of the first SPC youth officer (Specialist in Out-of-School Youth Education) in 1966, the search for strategies to accomplish the above goal has been an ongoing challenge. The following requests from 15 countries seem to indicate that strategies previously employed have made limited impact at local community level.

**These countries requested SPC's Youth and Adult Education Programme to:**

- Switch the emphasis of its youth services to the grassroots, basic community/village level, to increase its relevance and success ratio;
- Place emphasis not on rural development of people, but on development of rural people;
- Concentrate on preventive approaches to problems faced by Pacific youth at family, basic and village community level;
- Increase its resource allocation for training of local youth leaders, integrate its approach as desired by young people and facilitate grassroots networking on issues of concern to young people through national and sub-regional conferences;
- Organise regular, specialised training for national youth management staff, involving government, women, youth, church, traditional, cultural and village leaders, to ensure that its youth programme achieves maximum at local community level;
- Assist in promoting youth advocacy, be brokers of ideas, provide a clearing-house service reflecting youth ingenuity, and be innovative in the promotion of educational materials and alternative education strategies, especially at local community level;

- Lead other agencies in the design of community-level therapy, culture-positive development strategies, cultural value studies and value clarification, workshops on Pacific leadership development, and the adaptation to local cultures of development tasks and grassroots development methodology;
- Be the first to shift its emphasis to a positive approach to the problems faced by young people in the Pacific.

### **Pacific approaches to rural development**

The following extracts from the Report of a Regional Meeting to Discuss a Pacific Approach to Rural Development (Noumea, New Caledonia, March 1979) support the approach suggested above.

*(65). Given enough information, there is every chance that many groups now outside the planning process will come up with strategies that may appear unconventional but because they are rooted in tradition are acceptable and effective.*

*(66). Finally and most importantly, grassroots participation is absolutely necessary at the implementation stage. Maximum community involvement in constructing and maintaining projects is essential. Where this does occur, low-cost appropriate development is the result. It usually requires an operating committee with each member allocated specific tasks.*

*(67). A common criticism is that centralised government bureaucracies have monopolised development planning. What other institutions should have roles?*

*(69). In the social sphere there are myriads of small informal institutions that could be tapped for planning if the planning machinery were made flexible. They include school groups, sports clubs and other youth clubs, women's health and craft associations, work groups, co-operatives, traditional rank groups like Samoan Matais, and local government bodies such as village committees and island councils. Many of these hold different viewpoints, but each could have a potential planning input on social issues that would otherwise not be represented.*

*(76). Compared with the urban dwellers, most rural people have lower per capita income, a smaller share of the available economic and social services and facilities, lower and less regular remuneration for efforts and are on the periphery as far as decision-making is concerned. The only credible policy is to alter the balance of incentives in favour of the rural areas. The choice of measures in this connection depends very much on the theory of migration which the policy-maker finds most applicable.*

*(77). To ensure that rural development programmes contain an appropriate balance of religious, social, cultural and economic factors, the planning process must involve a representative cross-section of the whole community, and the planning machinery must be flexible enough to accommodate the diverse views and requirements of the community. The planning machinery must also allow for the fact that cultural, social and religious attitudes are not static but dynamic. Above all, there must first be a realistic and honest assessment of what the appropriate balance should be and a definite commitment by the whole community to achieving that balanced development.*

## **9. RECOMMENDATION**

### **Taking into consideration:**

- the efforts of other youth organisations working in the region,
- the efforts of international organisations to reach young people at the grassroots level,
- the possible advance of a socially enterprising decade and the adverse effect the mounting socio-economic pressures will have on rural youth,

### **it is recommended that:**

- (a) The aims and objectives of the Youth and Adult Education Programme be redefined to focus as top priority on the needs of rural young people in basic and village level;
- (b) The SPC Youth Programme assist a special department or agency, identified and resourced by governments to be directly responsible for the implementation of this programme at basic and village community;
- (c) It is further recommended that the SPC Youth Programme:
  - (i) Strengthen the capabilities of young people in basic and village-level communities in the countries of the region and enhance their social and support sub-systems by organising a Special Continuing Education Extension Course for youths and their leaders;
  - (ii) Encourage them to identify, analyse and articulate, with clarity and confidence, their social, cultural, economic and organisational needs and priorities; and
  - (iii) Assist them with the relevant human, vocational and managerial skills and support facilities enabling them to achieve their desired goals.



## APPENDIX II

### **SUPPORTING RECOMMENDATION 1A(d) – DEVELOPMENT, MANAGEMENT AND EVALUATION EDUCATION: RATIONALE**

#### **1. INTRODUCTION**

1. There is a need for a continuous search for appropriate strategies for education for the benefit of young people, especially those who have dropped out of an existing education system.

2. Young ministers, directors, managers and leaders of NGOs are beginning to question the validity, viability, effectiveness and impact of strategies and development concepts, and the philosophical bases underlying the developmental models they have employed and put money into. Views of member countries received during this evaluation strongly reflect the desire for the Youth and Adult Education Programme to help them continue the search for relevant, efficient and effective youth education strategies.

#### **2. VIEWS OF MEMBER COUNTRIES**

##### **(a) Management/evaluation problems of national youth organisations**

3. Twelve countries expressed the need for skills in research and in data handling and processing to assist them to determine clear youth development strategies. The absence of such skills was regarded as an important factor in their inability to evaluate, reconstruct and modify imported administrative models that, in their present form, do not seem to be producing the desired results. The conceptual and managerial ability of administrators of national youth organisations and government offices was heavily handicapped by the lack of skills in this area.

4. Two countries suggested that basic management skills and primary data-handling skills be transferred to basic community level, to encourage more use of local resources and provide a grassroots database that would provide information to provincial and national systems. National direction and identification of priorities, as the Solomon Islands response expressed it, 'was based on assumptions, guess work and influenced by other priorities'.

##### **(b) Establishment of national/provincial problem priority areas**

5. Nine countries considered that problems are presently identified on the basis of sketchy data and inferences from sources not directly related to youth, which means that they are of questionable relevance. Major decisions affecting resource management and the equitable distribution of the benefits of the development process disadvantage the cause of youth. The relevance of responses by governments and by NGOs to youth problems thus identified, and the priorities allocated by them and by SPC, become vague and it becomes extremely difficult to measure the impact of the responses.

**(c) Problems in the determination of training needs**

6. Ten countries expressed difficulty in determining training needs accurately. Five countries had no definite mechanism for determining training needs and were unable to suggest how it might be done.

7. Eighteen countries relied on village, provincial and national seminars, workshops and meetings to determine their training needs. However, given the absence of empirical and quantifiable data at these levels, training needs were established with many uncertainties as to their relevance, completeness and integrity.

**(d) Difficulty in stating youth policy objectives**

8. Skills in development, management evaluation, research and data processing are all necessary for policy formulation. They were found to be absent in nineteen countries. All of these countries, however, have some form of policy guidelines, but putting them into practice and evaluating their impact is a major problem.

9. Ten countries felt they lacked the ability either to design relevant strategies to implement their policies or to evaluate strategies.

**(e) Problems in evaluating and managing strategies, programmes, projects and youth activities**

10. The state of affairs in this area, especially at basic community level, was found to be disastrous, to say the least. Fourteen countries could not evaluate the impact of their youth programmes due to lack of relevant skills in managing development. The lack of readily available quantifiable data and information in an appropriate form is a consistent cause of worry for these countries. The lack of an information base for projections and for development and modification of strategies also poses an annual problem for planners.

11. Decision-makers in ten countries believed that lack of relevant data caused their youth programmes to be spotty in nature rather than the result of planned decisions. Sporadic experimentation, pilot projects that were never completed and continuous changes in administrative structures were some symptoms of youth programmes' lack of relevant data and managerial skills.

12. Five countries suffered from a lack of consultation between the national office and basic communities at grassroots level. Refusal to decentralise some elements of decision-making and service outlets to youth is a problem in six countries. Moreover, strategies to transfer relevant managerial skills to remote rural areas and to basic grassroot communities are still being debated.



### **3. SUGGESTIONS BY MEMBER COUNTRIES FOR MANAGEMENT AND EVALUATION EDUCATION**

#### **(a) SPC-commissioned research**

13. It is suggested that research be conducted by Pacific Islanders, preferably on a sub-regional basis, as a regular ongoing activity. It seems that the Youth Programme's effectiveness is related to its knowledge of the behaviour of social systems in the region and its ability to use this to the best advantage.

14. The need for a research function at SPC is obvious given its current inadequate impact at basic community (grassroots) level and the fact that models imported from overseas cannot accommodate local cultural factors. There is a need to translate management concepts to suit local situations.

15. Perhaps it is now time for basic communities (grassroots people) to manage their own affairs, plan their own development, handle their own data, run their own programmes in response to their own needs and evaluate their own efforts. SPC should take the lead by providing them with the necessary skills.

16. However, if this is to happen, national governments must shift their thinking and approach and provide the resources to equip basic communities to plan their own development (as opposed to merely coping with change). The outcome should be a partnership type of development in which both the community and the government have defined responsibilities.

17. A two-pronged approach may be appropriate in the short term.

18. Level one could be a SPC-sponsored national extension course, consisting of a culturally charged management skills training programme directed at basic community workers and designed to help them to evaluate their efforts and establish a meaningful development structure. This would assist basic communities to take more share of the responsibility for their own community's development needs.

19. Level two could consist of a specialised, short-term regional residential training course on management, development, data processing and evaluation education, preferably using CETC in Fiji as a base. Included in the training package should be some remedial and specialised training on determination and assessment of national needs, policy formulation strategies and definition of national objectives.

**(b) Training needs**

20. Training needs mentioned by ten countries included the following areas and topics:

- Training in development, for mission statements,
- Development education,
- Policy formulation strategies (community-based planning),
- Youth policy formulation (an academic exercise unless it has precise data and involves youth),
- Evaluating the relevance and effectiveness of youth development strategies,
- Statistical data systems and analysis,
- Basic community behaviour and management (including Pacific cultural values),
- Programme management,
- Learning how to conduct research,
- Evaluation methods,
- Participatory research at basic community level, to determine the effectiveness of youth development models and strategies currently in use in countries of the region,
- Studies on basic community behaviour and management of transition and change,
- Youth studies (serious, humanistic) on social, economic, political and cultural change.

21. It was suggested that a professional journal be put out periodically to carry debates, discussion and tips on management, development, data handling, research material and evaluation education, Pacific community therapy, counselling, strategy evaluation, problem solving, need assessment, etc. This would supplement training courses. Nine countries requested that the communication network carry material on development approaches to youth work, innovations, government systems and models, research and management studies and basic community policy development.

22. It was felt that the SPC Youth Programme is not sufficiently enterprising in its approach.

**4. RECOMMENDATION**

23. It is recommended that:

- (a) SPC extend the capabilities and resources of CETC to enable it to accommodate the training operation and resources of the SPC Youth Programme, including residential training and the Programme's communication and resource units;
- (b) A regional or sub-regional training course in management training, policy formulation, participatory research, strategic planning and analysis, social statistics and development and evaluation education, etc., be conducted as a matter of urgency for senior youth and community planners, community development strategists, administrators, senior church and traditional leaders;
- (c) The Youth Programme develop relevant Pacific literature on youth in the area of development and evaluation education and commission studies in this area annually.

APPENDIX III

**RECOMMENDATIONS DIRECTED TO THE SOUTH PACIFIC COMMISSION  
BY THE REGIONAL SEMINAR FOR PACIFIC YOUTH, 1986**

**ECONOMIC ISSUES**

*Recommendation 6*

*The South Pacific Commission be asked to prepare documentation of examples of the establishment of youth revolving trust-funds to provide young people with incentives for establishing small-scale businesses, and to provide an appropriate advisory service.*

**Comments**

The Twenty-sixth South Pacific Conference (1986) approved the activity 'Grants for Rural Development Projects' to cater for this.

*Recommendation 12*

*The current Youthlink newsletters published by the South Pacific Commission advise details of all directories of funding services on a continuing basis and publicise the availability of the directory published by the South Pacific Bureau for Economic Co-operation.*

**Comments**

This has been started, but responses from countries and territories to date have been slow.

*Recommendation 13*

*The South Pacific Commission make available to youth organisations in the region all South Pacific Commission newsletters relating to youth development.*

**Comments**

This is being attempted through *Youthlink*, brochures and *Hot Line News*.

*Recommendation 15*

*Better co-ordination be ensured among the international agencies of the United Nations systems (e.g. Unesco, International Labour Organization, Food and Agriculture Organization) and other international agencies working in the region, with a view to (a) setting up joint youth development projects taking into account the social, cultural and economic factors of development and (b) dealing with youth employment and youth development in a more integrated fashion. (See also Recommendation No. 35 under Education/Training Issues.)*

**Comments**

Co-ordination has been attempted through inter-agency meetings and joint projects. The most important issue is the processing of statistical data and other relevant information on youth in the region in order to realise effective, clearly defined co-ordination on youth issues.

*Recommendation 20*

*Governments of the Pacific region and international funding agencies should give priority to youth development in their criteria for assistance.*

**Comments**

SPC has done its best to encourage governments to support youth projects and programmes financially. Examples of these efforts include the Pacific Youth Seminars in 1986 and 1991. However SPC has not achieved much success in this area.

**CULTURAL ISSUES**

*Recommendation 21*

*The South Pacific Commission in conjunction with Unesco organise a Pacific Youth Cultural Convention to be held in 1988.*

**Comments**

Negotiations are still going on.

*Recommendation 25(d)*

*In the quest to ensure that the recommendations from this Seminar have practical significance, an evaluation team representing the regions of the Pacific be formed, with the following terms of reference:*

...

*(d) This team be funded and serviced by the South Pacific Commission under the Cultural Conservation and Exchange Programme objectives of the SPC.*

### Comments

This has been done to the extent that finances permit. An evaluation of the SPC Youth Programme itself would be a better precursor to the recommended evaluation.

### Recommendation 27

*The Seminar recommendations be implemented by government, non-government organisations, church organisations and international agencies within respective countries.*

### Comments

SPC is doing its best to respond to those recommendations directed to it.

### Recommendation 28

*The South Pacific Commission be directed to organise a follow-up conference in 1988 in consultation with the Evaluation Team and other international agencies involved in the region, i.e. Unesco, Commonwealth Youth Programme, Economic and Social Commission for Asia and the Pacific (ESCAP) and the International Labour Organization (ILO).*

### Comments

This was not possible until 1991.

## EDUCATION/TRAINING ISSUES

### Recommendation 35

*At the regional and even international levels, organisations such as the South Pacific Commission, Unesco, International Labour Organization, Economic and Social Commission for Asia and the Pacific and the Commonwealth Youth Programme should work together with Pacific Island governments to establish a regional training policy. To this end, the following should be done forthwith:*

- (a) An inventory be made of all types of training dispensed in the South Pacific and a yearbook of such facilities be prepared;*
- (b) Further possibilities of exchanging training facilities with other countries should be explored and developed;*
- (c) An evaluation should be made of the effects on local communities of the various types of training.*

**Comments**

- (a) This is being done, but responses from countries and territories have been slow.
- (b) SPC is attempting to organise its own training facilities now and will perhaps be in a better position to carry out the above recommendation after the evaluation of the SPC Youth Programme.
- (c) This will depend on national governments.

**APPENDIX IV**

**ITINERARY AND PERSONS CONSULTED**

**APRIL 17-27 SPC, NOUMEA**

|                           |                                       |
|---------------------------|---------------------------------------|
| Mr Atanraoi Baiteke       | Secretary-General                     |
| Madame Hélène Courte      | Director of Programmes                |
| Mr Vaasatia Poloma Komiti | Deputy Director of Programmes         |
| Pio Tikoisuva             | Youth Development Officer             |
| Jean Tuarae               | Assistant Youth Development Officer   |
| Kato Tama                 | Tropical Agriculturalist              |
| Siliga Kofe               | Economist                             |
| Louise Aitsi              | Women's Development Officer (English) |
| Kay Legras                | Project Assistant - Inshore Fisheries |
| Ray Hunt                  | Finance Manager                       |
| Peter Cusack              | Fisheries Development Officer         |
| Brian Doyle               | Statistician                          |
| Annamalai Muthiah         | Population Specialist                 |
| Vaine Wichman             | Assistant Economist                   |
| Neva Wendt                | SPREP Environmental Education Officer |

**AUGUST 4-7, TONGA**

|                     |                                                     |
|---------------------|-----------------------------------------------------|
| Tevita Vainia       | A/Deputy Principal                                  |
| Tevita Tonga        | Acting Youth and Sports Officer                     |
| Sisilia Vacalotaki  | Resource Person                                     |
| James Yalya         | Field Officer, Tonga Youth Workers' Association     |
| Fetefili Namooa     | Executive Officer, Tonga Youth Workers' Association |
| Lesieli Galloway    | Taulama Centre                                      |
| Laumanu Petelo      | Taulama Centre (Secretary)                          |
| Tuisoso Pauamanuatu | President, Tonga Youth Workers' Association         |
| Simote Vea          | Free Wesleyan Youth                                 |
| T. Tuionetoa        | Assistant Secretary, Prime Minister's Office        |
| Paula Bloomfield    | Director of Education                               |
| Catholic Priest     |                                                     |
| Mana Latu           | Community                                           |
| Sau Faupula         | Wesleyan Church Representative                      |

**AUGUST 8-12, WESTERN SAMOA**

|                    |                                                               |
|--------------------|---------------------------------------------------------------|
| F. L. Higginson    | Unesco                                                        |
| Charles Unechester |                                                               |
| Lafililo Itula     | Youth Officer, Ministry of Youth, Sports and Cultural Affairs |
| Motuga Aiafi       | Youth Officer, Ministry of Youth, Sports and Cultural Affairs |
| Iakopo Fili        | Youth Officer, Ministry of Youth, Sports and Cultural Affairs |
| Pernine Apele Vini | Agriculture Department                                        |
| Fr Sacle Lino      | (Priest) Apia                                                 |
| Bernadette Pereira | Ministry of Youth, Sports and Cultural Affairs                |



**AUGUST 13 – 15, AMERICAN SAMOA**

|                      |                                                                                                     |
|----------------------|-----------------------------------------------------------------------------------------------------|
| Rev. Tapa Falatoese  | (Aloau Village)                                                                                     |
| Mrs T. Faletoe       | (Aloau Village)                                                                                     |
| Capt. Nina Thompson  | Girls' Brigade                                                                                      |
| Capt. Matau Taele    | Boys' Brigade                                                                                       |
| Ms Kris Peasa        | Psychological Assessment and Testing, Department of Human Resources                                 |
| HTC Mulitauopele Ivi | Assistant to Governor                                                                               |
| Sili K. Sataua       | American Samoa Community College                                                                    |
| Albert Mailo         | Legal Counsel to the Governor                                                                       |
| Lenga A. Turner      | CPS Supervisor, Department of Human Resources                                                       |
| Fuala'au Hanipele    | Chief, Social Services Division, Department of Human Resources                                      |
| Mrs Valasi Gaisoa    | Chief Protection Worker                                                                             |
| Nofasala Li          | Department of Human Resources (Social Services Division)                                            |
| Merina Siamu         | Work Place Education (Department of Human Resources)                                                |
| Cynthia Malala       | Community Shelter (Department of Human Resources)                                                   |
| Ena Tuiteleleapaga   | Emergency Assistance (Department of Human Resources)                                                |
| Sandra F. Pereira    | Information and Referral Centre (Department of Human Resources)                                     |
| Caroline V. Samoa    | Transitional Living and Care Management for Adult Mentally Retarded (Department of Human Resources) |
| CaVillan             |                                                                                                     |

**AUGUST 16 – 18, TOKELAU**

|                 |                                       |
|-----------------|---------------------------------------|
| Sr J. Perez     | Director of Education                 |
| Kirifi Kirifi   | Agriculture and Fisheries Department  |
| Matulina Iosefo | Public Works Department               |
| Fred Oguis      | UN Volunteer                          |
| Dr Iuta Tinielu | Director of Administration            |
| Escra Rimoni    | Director of Finance                   |
| Semu Uili       | Director of Economics and Information |
| Casimilo Perez  | Official Secretary                    |

**AUGUST 19 – 20, COOK ISLANDS**

|                       |                              |
|-----------------------|------------------------------|
| Nga Teao              | Women's Affairs Division     |
| Ngere Tamatoa         | President                    |
| Margaretha Matenga    | Sports Director              |
| Makini Tutira         | Administration Officer       |
| Julian Aupuni         | Youth Officer                |
| Uiwitai Taikakara     | Youth Officer                |
| Teararoa Mani         | Youth Director               |
| Hon. Tekaotiki Matapo | Minister of Youth and Sports |

**AUGUST 21 – 23, TAHITI**

|                     |                                   |
|---------------------|-----------------------------------|
| Lewis Laille        |                                   |
| Patrick Rey         |                                   |
| T. Visitino         | Interpreter                       |
| Miss Mace           |                                   |
| Jacques Bonno       | Director of Sports Department     |
| Mata Ganahoa        | CJJ                               |
| Françoise Brugiroux | Director of the Centre of Aeology |
| Véronique Raiq      |                                   |
| Joseph Sola         |                                   |
| Jean Clauk          |                                   |
| Linda               |                                   |

**AUGUST 24 – 20, WALLIS/FUTUNA**

|                          |                                      |
|--------------------------|--------------------------------------|
| Apitone Munikihaafata    | RFO (Radio and Television Service)   |
| Leone Vakaulifa          |                                      |
| Simione Falehau          |                                      |
| Patrice Pilioko          | President, Director of Co-ordination |
| Fr. Jaupitre/Malino Nau  |                                      |
| Sakopo Munikihaafata     |                                      |
| Manuele Lakina           |                                      |
| Kimi Seo/Apiliato Tufele |                                      |
| Papilio Tugi Eselone     | Head of Youth and Sports Service     |

**AUGUST 30 – SEPTEMBER 11, FIJI**

|                       |                        |
|-----------------------|------------------------|
| Pio Qalica            | Senior Youth Officer   |
| Aminiasi Bativuravura | Youth Leader           |
| Tale Karavaki         | Youth Training Officer |
| Joihi Naliva          | Assistant Roko, Ba     |
| Taniela Luvu          | MYF Training Officer   |

**SEPTEMBER 12 – 14, TUVALU**

|                   |                                                                                |
|-------------------|--------------------------------------------------------------------------------|
| Amasone Kilei     | Permanent Secretary, Ministry of Health, Education and Community Affairs       |
| Luke Paeniu       | A/Secretary, Ministry of Health, Education and Community Affairs               |
| Talakatoa O'Brien | Youth and Welfare Officer, Ministry of Health, Education and Community Affairs |
| Lina Peteia       | Foreign Affairs Officer (Office of P.M.)                                       |
| Pusineli Lafai    | President of Tuvalu Amateur Sports Association                                 |
|                   | Executive Member of National Youth Council of Tuvalu                           |
| Tofiga Falani     | Director, Tuvalu Church Youth Fellowship                                       |
| Patipati Lafaele  | Olave Kindergarten                                                             |

**SEPTEMBER 15 – 18, KIRIBATI**

|                  |                                             |
|------------------|---------------------------------------------|
| Amak             | Kiribati National Women's Federation        |
| Banrega          | Typist/Accounting Clerk                     |
| Makurete Baaro   | A/Secretary for Foreign Affairs             |
| Nanimatang       | Ministry of Home Affairs                    |
| Norma Yeeting    | A/Secretary of Home Affairs                 |
| Amen Teman       | A/CDO, Ministry of Home Affairs             |
| Nakibae Teuatabo | Secretary Home Affairs and Decentralisation |
| Kamabu Kamoriki  | Co-ordination of Amak                       |
| Baranite Kiriata | Secretary of Kiribati Protestant Church     |

**SEPTEMBER 19 – 21, MARSHALL ISLANDS**

|               |                                        |
|---------------|----------------------------------------|
| Fred de Braum | Director of Youth                      |
|               | Honourable Minister of Social Services |
|               | Youth Staff                            |

**SEPTEMBER 22 – 25, FSM (Pohnpei)**

|                                     |                                                               |
|-------------------------------------|---------------------------------------------------------------|
| Sesiro Yamamura                     | Youth Activities Co-ordinator                                 |
| Joshua C. Philip                    | Assistant to the Governor, Office of Youth and Social Affairs |
| Honourable Edwel H. Santos          | Chief Justice                                                 |
| Dusty Federick and his participants |                                                               |

**SEPTEMBER 26 – 28, BELAU**

|                     |                                                                                  |
|---------------------|----------------------------------------------------------------------------------|
| Noel Yalap          | Administration Officer, B/Foreign Affairs                                        |
| Mr Antonio Lemisang | Legislator, Chairman: Finance Committee                                          |
| Sherwin Nabuo       | Friend and Host                                                                  |
| Ramon Rachebe       | Bureau for Foreign Affairs                                                       |
| Virginia Nakamura   | Youth Development Officer, Bureau of Community Services                          |
| Robert V. Bishop    | Palau Community Action Agency, Family Food Production and Nutrition Co-ordinator |
| Margie L. Blaices   | Community Development Specialist                                                 |
| Dernne Wcaatg       | Palau National Youth Council                                                     |
| Jacob Ngiriblosch   | Palau National Youth Council                                                     |
| Faustina K. Rehuhen | Vice President, Didi Belau Women's Organisation                                  |
| Bismarek Brel       | Family and Youth Service Programme, Palau Community Agency                       |
| Dominic Sasao       | Substance Abuse Co-ordinator                                                     |

**SEPTEMBER 29 – OCTOBER 1, SAIPAN (CNMI)**

|                       |                                                                                     |
|-----------------------|-------------------------------------------------------------------------------------|
| Ivan P. Planas        |                                                                                     |
| Gillan Johannes       |                                                                                     |
| Agnes Maephetoos      | President, Northern Mariana College                                                 |
| Elizabeth Rachebei    | Commissioner of Education                                                           |
| Mr Frank Ocopai       | Director of Carolinian Bilingual Education                                          |
| John S. Rosario, Jr   | President Executive Office of Indigenous Affairs                                    |
| Maggic Olapai Taitane | Administrator, Division Youth Service, Department of Community and Cultural Affairs |

|                     |                                                         |
|---------------------|---------------------------------------------------------|
| Anita A. Sukola     | Director of Department of Education                     |
| Joe E. Tighe        | Station Manager                                         |
| Velmer A. Sablan    | Director of Outreach Programmes                         |
| Dr Wilfred Guerrero | President                                               |
| Mr Robert Underwood | Vice President                                          |
| Dr Michael McCarthy | Staff                                                   |
| Joseph F. Ada       | Governor                                                |
| Dean Franklin Cruz  |                                                         |
| Mr John Cruz        | President                                               |
| Mr Norbert Ungacta  | Director of Rehabilitation                              |
| Mr Giov Sgambelluri | Acting Administrator for Home Resources and Development |
| Dr Laticia Espaldon | Director of the Department of Public Health             |
| Mr Lucia Topasha    | Director of Youth Affairs                               |

#### OCTOBER 2-5, GUAM

|                         |                                                                                                                                                                                     |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Frank F. Blas           | Lieutenant Governor of Guam                                                                                                                                                         |
| Lydia Topasna           | Director of Youth Affairs                                                                                                                                                           |
| Martin Lujan Mendoza    | Police Office (Guam Police Department)                                                                                                                                              |
| Peter Alexis Dias Ada   | Chairman of the Guam Territorial Board of Education, Deputy<br>Director of Public Health and Social Services, Chairman of<br>Ronald McDonald Foundation for Guam and Pacific region |
| P. Leon Guerrero        | Director of Bureau of Planning                                                                                                                                                      |
| John C. Camacho         | Vice President, General Support Services                                                                                                                                            |
| Wilfred P. Guerrero     | President                                                                                                                                                                           |
| Les S. McKinney, Ed. D. | Occupational Education Service Division                                                                                                                                             |
| Vic Borja               | Deputy Director of Youth Affairs                                                                                                                                                    |
| Sen. Fraklin Quitugua   | Chairman Committee on Education                                                                                                                                                     |
| Joseph E. Toigne        | General Manager (Public TV)                                                                                                                                                         |
| Mark J. Heath           | Controller (University of Guam)                                                                                                                                                     |
| Pring R. Bennant        | Planner (Dept. Voc. Rehabilitation)                                                                                                                                                 |
| Lourdes C. Bitanga. JR  | Supervisor II (Field Ser. Section)                                                                                                                                                  |
| Norbeto F. Ungacta      | Acting Director, Department of Voc. Rehabilitation                                                                                                                                  |
| Elizabeth Manibusan     | George Washington High School                                                                                                                                                       |
| Bernadette J. Provideo  | Health Education/PHSS                                                                                                                                                               |
| Ralph Frew              | Public Health Dental Officer                                                                                                                                                        |
| Charlie Morris          | Administrator, Nutrition Health, Service Public Health                                                                                                                              |
| Karen Cruz              | Chief Public Dental Officer                                                                                                                                                         |
| Rosalía T. Perez        | Nursing Supervision from MCH. FP.                                                                                                                                                   |
| Efren Dolor             | Communicable Disbase Control                                                                                                                                                        |
| Al Wollen               | Department of Youth Affairs                                                                                                                                                         |
| Louise C. Bianchard     | Adult Protective Sec. Soc. Scr. Sap.                                                                                                                                                |
| Florence P. Shimiu      | Division of Senior Chizens. Admin.                                                                                                                                                  |
| Yoshiko Kajiyama        | Guam                                                                                                                                                                                |
| Jessie San Nicholas     | Guam                                                                                                                                                                                |
| Kancusan Agustin        | Guam                                                                                                                                                                                |
| Gina O. Rengil          | Republic of Belau                                                                                                                                                                   |

#### OCTOBER 6-10, PAPUA NEW GUINEA

|                    |                                                          |
|--------------------|----------------------------------------------------------|
| John Maru          | Assistant Secretary, Home Affairs and Youth              |
| Michael K. Maravia | Executive Officer to Premier, Gulf Provincial Government |

|                     |                                                                                              |
|---------------------|----------------------------------------------------------------------------------------------|
| Margaret Ratu Misso | Principal Programme Co-ordinator, Women's Division<br>(Department of Home Affairs and Youth) |
| Lily Kilori         | Regional Project Officer, Women's Division                                                   |
| Darryl G. Nathan    | Managing Director of National Forest Product Company Pty Ltd                                 |
| Maryline Kajoi      | Family Life Development Officer, Women's Division (Department<br>of Home Affairs)            |
| Stency Kumalo       | Director Project Section                                                                     |
| Robert Titi         | Training Co-ordinator, National Youth Service                                                |
| Charles Seniwakesa  | Director, Network and Communication                                                          |
| M.M. Islam          | Director, National Youth Service                                                             |

#### **OCTOBER 31 – NOVEMBER 4, NAURU**

|                                            |                                |
|--------------------------------------------|--------------------------------|
| Anna Haris                                 | National Training Co-ordinator |
| Anna Me'asau                               | Youth Staff                    |
| Honourable Minister of Education and Youth |                                |

#### **NOVEMBER 5–8, SOLOMON ISLANDS**

|                        |                                                 |
|------------------------|-------------------------------------------------|
| Lawrence Nare Ramosala |                                                 |
| Moses Raharisco        | Community Education                             |
| Polly Edguarico        | Community Education                             |
| Collin Beck            | Pacific Director, Department of Foreign Affairs |
| Charles Fox            | Youth Congress                                  |

#### **NOVEMBER 20–27, NIUE**

|                         |                                       |
|-------------------------|---------------------------------------|
| Sagato Vakalotasi       | (Matutu)                              |
| Maki Unatenieakehe      | (Liku)                                |
| Miss Malia Soane        | (Natautu)                             |
| Tuakeifenua Nalia       | (Haufuania)                           |
| Falanika Lealofi        |                                       |
| Pinale Maie             | (Falalau)                             |
| Peiumo Tialetagi        | (Fanola)                              |
| Fisa I. Pihigia         | President, Niue Youth Council         |
| Misa Kulatea            | Former Youth Officer                  |
| Peter M. Tanaki         | National Training/Development Officer |
| Isaia Talagi            | Youth Officer                         |
| Peni J. Tanaki          | Vice President Niue Youth Council     |
| Vito Kulatea            | Community Development Office Women    |
| Crossley Tatui          | Community Service Manager             |
| Hon. Tama W.F. Posimani | Minister of Youth and Sports          |

#### **NOVEMBER 9–11, VANUATU**

|                         |                                               |
|-------------------------|-----------------------------------------------|
| Tofau Amos              | Information Officer, Vanuatu National Council |
| Fr. John Bani           | Director, Department of Youth                 |
| J.P. Nirua              | Director of Planning                          |
| Honourable Henry Toutou | West Tanna                                    |

APPENDIX V

SPC BACKGROUND DOCUMENTS

1. *Sub-regional Planning Conference on Out-of-School Youth, Suva, Fiji, 4-13 November 1974 : Report.*
2. A framework for planning out-of-school youth education for rural youth (document SPC/COSY/WP.2 presented to the Sub-Regional Planning Conference on Out-of-School Youth, Suva, Fiji, 4-13 November 1974) (L. James, 1974).
3. Facing the future: Fiji's rural youth leaders learn new skills. *South Pacific Bulletin* 24 (1): 37-39. (Caroline Nalo, 1974).
4. Two-man Commission to investigate the functions of the South Pacific Commission: Report. (J. Cavalevu and R.A. Herr, 1976) (document presented to the 1976 Review Committee, Republic of Nauru, 3-6 May 1976).
5. Training for development workers. SPC project proposal (1977).
6. Project proposal : Community education and development (document SPC/Plan.Com.7/Project Proposal 14 submitted to the Planning and Evaluation Committee, Noumea, New Caledonia, 23-27 May 1977).
7. *Regional Meeting to discuss a Pacific Approach to Rural Development, Noumea, New Caledonia, 5-9 March 1979 : Report.*
8. *Report on a Course for Youth and Community Development Workers Conducted by the South Pacific Commission's Mobile Training Unit in Solomon Islands October 1978 - June 1979* (G.P. Gale, Director, Mobile Training Unit for Youth and Community Workers).
9. SPC Mobile Training Programme for Youth and Community Workers. November 1979.
10. SPC Mobile Training Programme for Youth and Community Workers: Memorandum of Agreement. 1979.
11. *UNDP/SPC Regional Meeting on the Effects of Urbanisation and Western Diet on Health of Pacific Island Populations, Suva, Fiji, 7-16 December 1981 : Report.*
12. Evaluation of the Mobile Training Unit for Youth and Community Workers (Document SPC/Plan.Com.12/WP.17 presented to the Planning and Evaluation Committee, Noumea, New Caledonia, 23-25 June 1982).
13. Rural development: the basis for progress in the South Pacific (Twenty-second South Pacific Conference, Pago Pago, American Samoa, 23-29 October 1982: Report and documents SPConf. 22/WP.10, WP.13, WP.17, WP.25).
14. Progress and evaluation report, 1982 work programme (document submitted to the SPC Planning and Evaluation Committee, Noumea, New Caledonia, 25-27 May 1983).



15. *Second Regional Meeting to Discuss a Pacific Approach to Rural Development, Noumea, New Caledonia, 21 – 25 March 1983: Report.*
16. Secretary-General's Review of the South Pacific Commission, April 1983.
17. Rural employment policies within Papua New Guinea (document SPConf.23/WP.24 presented to the Twenty-third South Pacific Conference, Saipan, Northern Mariana Islands, 1–7 October 1983).
18. Small holder farming in rural development (documents SPConf.23/WP.6, WP.14, WP.20 and WP.21 presented to the Twenty-third South Pacific Conference, Saipan, Northern Mariana Islands, 1–7 October 1983).
19. An evaluation of the South Pacific Commission Community Education Training Centre Programme, by Claire Slatter (Annex I to document SPConf.23/WP.1 submitted to the Twenty-third South Pacific Conference, Saipan, Northern Mariana Islands, 1–7 October 1983).
20. Progress and evaluation report, 1984 work programme (document SPC/CRGA 3/WP.1 presented to the Committee of Representatives of Governments and Administrations, Noumea, New Caledonia, 20–24 May 1985).
21. *SPC/WHO Joint Conference on Alcohol-related Problems in Pacific Island Countries, Noumea, New Caledonia, 9–13 September 1985: Report.*
22. *Regional Seminar for Pacific Youth, Noumea, New Caledonia, 10–14 February 1986: Report.*
23. Progress and evaluation report, 1985 work programme (document SPC/CRGA 5/WP.1 presented to the Committee of Representatives of Governments and Administrations, Noumea, New Caledonia, 26–30 May 1986).
24. *Eighteenth Regional Technical Meeting on Fisheries, Noumea, New Caledonia, 4–8 August 1986: Report.*
25. Progress and evaluation report, 1986 work programme (document SPC/CRGA 7/WP.1 presented to the Seventh Meeting of the Committee of Representatives of Governments and Administrations, Noumea, New Caledonia, 18–22 May 1987).
26. What future for the South Pacific Commission? (document SPC/CRGA 7/WP.15 presented to the Seventh Meeting of the Committee of Representatives of Governments and Administrations, Noumea, New Caledonia, 18–22 May 1987).
27. *Eighth Regional Conference of Permanent Heads of Agriculture and Livestock Production Services, Nuku'alofa, Tonga, 15–19 February 1988: Report.*
28. Progress and evaluation report, 1987 work programme (document SPC/CRGA 9/WP.1 presented to the Ninth Meeting of the Committee of Representatives of Governments and Administrations, Noumea, New Caledonia, 23–27 May 1988).
29. *Report on the First National Youth Training Workshop on Program Planning and Implementation, June 20 to 29, 1988, Majuro, Marshall Islands* (Mr Mack Kaminaga (Chief of Community Development) Marshall Islands, Mr John D. Tangi, Youth Development Officer (SPC), Noumea, Mrs Fanaura K. Kingstone, Social Development Advisor (ESCAP), Port Vila, Vanuatu) July 1988.



30. North Tarawa Integrated Rural Development Project. A proposal for the consideration of the Government of Kiribati. July 1988.
31. Report of the Ninth Meeting of the Committee of Representatives of Governments and Administrations, Noumea, New Caledonia, 23-27 May 1988 (document SPConf. 28/WP.1 presented to the Twenty-eighth South Pacific Conference, Rarotonga, Cook Islands, 10-12 October 1988).
32. Progress and evaluation report, 1988 work programme (document SPC/CRGA 10.WP.1 presented to the Tenth Meeting of the Committee of the Representatives of Governments and Administrations, Noumea, New Caledonia, 22-26 May 1989).
33. *Inter-agency Meeting on Training for Women, Suva, Fiji, 31 July - 2 August 1989: Report.*
34. *Report of the Twenty-Ninth South Pacific Conference, Agana, Guam, 9-11 October 1989.*
35. Project proposal. Regional AIDS/STD Education Project for the Pacific Islands. The AIDS/STD Information Exchange Centre. November 1989.
36. *Tuvalu/South Pacific Commission Mobile Training Unit Course for Youth and Community Workers (Funafuti, Tuvalu, 17 October - 10 November 1988)* (Rev. Suamalie Iosefa President (TNYC), John Tangi, Youth Development Officer (SPC), Taniela Colamoto, Community Development Instructor (SPC)). 1989.
37. *National Leadership Training Course for Youth and Community Workers (Funafuti, Tuvalu, 17-28 April 1989).* (Peceli Viriki, SPC Consultant).
38. Mitiaro Integrated Rural Development Project (MIRDP): Evaluation Report 1 - Review of First Year, April-March 1989, Ministry of Planning and Economic Development, Cook Islands; Mitiaro Working Committee; South Pacific Commission.
39. Proposed three-year integrated work programme and budget, 1990-1992 (document SPConf.29/WP.2 presented to the Twenty-ninth South Pacific Conference, Agana, Guam, 9-11 October 1989).
40. *The South Pacific Commission: history, aims and activities* (First-eleventh editions, 1975-1990).
41. *Youthlink* (back issues).

## APPENDIX VI

### COUNTRIES' VIEWS ON SPC-SPONSORED YOUTH PROJECTS

#### 1. PROJECT SUCCESSES AND FAILURES

1. Out of the ten countries that responded to a question about SPC youth project successes and failures, four countries reported a total of six successful projects in the last five years while an overall total of fifteen failures within the same time frame was reported. Two of the successful projects dealt with income generation, those whose impact proved difficult to measure concerned training, including the Mobile Training Unit. Comments on successful projects concerned the availability of resources and follow-up by SPC, national governments or NGOs entrusted with SPC project care. Projects which were closely associated with governments were always helped when needed, but projects' implementation, monitoring and evaluation were more effectively done by NGOs.

2. SPC youth project failures were due to lack of awareness by the community, insufficient ground-work and understanding about the socio-economic and cultural practices by project leaders, and the lack of criteria for evaluation.

3. Retention of trainees in the field of their training was averaged to 10 per cent for each training exercise in the last five years. The multiplier effect expected from training was almost nil. Most graduates moved up or elsewhere after training, thus greatly decreasing the multiplier impact.

#### 2. SUGGESTIONS FOR IMPROVEMENT

4. These countries suggested that, in future, projects should be submitted one year in advance. Eight countries considered that SPC must be satisfied with the priority rating of the project at national level, the clarity of its objectives, the proposed date of completion, the availability and confirmation of support systems and promised continued commitment by governments before projects are approved for funding.

5. Public awareness of and sensitivity to SPC projects must be established within the existing organisational systems and projects should be planned in co-operation with other agencies. Fifteen countries said that SPC projects were often implemented in isolation from overall community needs.

6. Five countries requested SPC to honour its commitment to provide project funding and regular follow-up and to circulate information on youth project successes and failures through a special 'project ideas' journal.

### **3. FUNDING AND FUNDING ALLOCATION**

#### **(a) Grassroots (basic community)**

7. External funding for youth projects at this level is virtually unknown. Youth workers and leaders do not have information on sources and methods of obtaining external funding for community projects and in some instances even local funding criteria are not known. The use of existing resources seems to be found difficult by some youth agencies, especially those formed through initiatives within local communities.

8. The current situation, in which groups apply for funds from the SPC Youth Programme only to be told that there are no funds left, should be reviewed and solved. Projects should be classified and funding allocated in accordance with regional priorities.

9. Top priority for funding should be given to grassroots (basic community) projects, as this is where direct impact can be measured. Bureaucratic red tape should be lessened. SPC's Youth Programme should not respond to articulated needs without verification.

10. The special needs of small states should be reflected in the funding allocation for all SPC Youth Programme activities.

11. The SPC Youth Programme should diversify its funding allocation in order to meet different sets of needs at different levels of the community.

#### **(b) National youth organisations: new strategy needed**

12. The common strategy of building institution capacity and hoping that the benefits of development will filter down to the grassroots should be evaluated. New alternative strategies need to be found to allow the maximum benefits of SPC Youth Programmes to reach the grassroots level.

13. It was suggested that the best strategy for institutional capacity-building would be a residential course on management, financed by special outside funding rather than by the SPC Youth Programme's present training allocation which should be directed to the basic community level.

14. National organisations should be encouraged to share the contribution of their government to the SPC core budget (no matter how small), or to fund sub-regional activities, and to network among themselves in order to escape from the dependency syndrome.

#### **(c) Sub-regional and regional projects**

15. A special funding allocation should be reserved for sub-regional projects. It has often been found that too much money has been used for regional activities, with little impact.

16. Regional programmes should only concern issues and topics that have already been debated at sub-regional meetings. Regional meetings should only be attended by people who were present at the sub-regional meeting (who should choose their own representatives).

**(d) International activities**

17. It was suggested that activities funded internationally be implemented by SPC through sub-regional fora; this would improve the response for participation and benefits for member countries.

APPENDIX VII

**OTHER AREAS RELATED TO THE YOUTH PROGRAMME  
(TO BE KEPT IN MIND FOR THE FUTURE)**

1. *Culture and sports* are important for youth development in the region. It has been suggested that SPC provide support facilities for development of culture and sport in the region through its Youth and Adult Education Programme. The Programme could provide on-going assistance to the efforts of member countries and the Council of Pacific Arts, while at the same time influencing the lives of the young people and helping them to appreciate and preserve their cultural heritage through exchange opportunities and festivals.
  2. *Integrated community development:* A Programme that isolates and disturbs the community's socio-economic balance by influencing the development of only one segment of a community is likely to destroy the social lubricant that ensures total community cohesiveness and weaken its combined ability to cope with its own development tasks. All programmes run under the auspices of the Community Education Services of SPC should be closely integrated into a single cohesive and comprehensive development strategy. Young people become particularly vulnerable in a community affected by such dislocation.
  4. There is a need to explore the possibility of regional support facilities to encourage *youth economic initiatives and employment opportunities*. Provision by SPC for special awards for youth initiatives should be a natural follow-on from its training programme. Training in leadership, project planning, club organisation, etc., are of little practical value without seed money and continuous assistance for young people to realise their own initiatives and utilise their skills gainfully by generating their own income. Realisation of initiatives by young people improves their image, confidence and sense of security and belonging. This is in itself a national asset, quite apart from youth's use of their natural resources as a contribution to the national economy.
  5. *Development strategies:* Governments should be assisted to appreciate the impact of youth programmes in the region and the ways in which they influence Pacific and national community life. SPC can contribute to this need through sponsored research and studies, which might result in the birth of indigenous Pacific youth development strategies.
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***WORKING PAPER 12***

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***Procedures To Be Used In Preparing  
Budget Documents: Proposal To Adjust Assessed  
Country Contributions By A Weighted Inflation Rate***



**RESTRICTED**

SPC/CRGA 15/WP.12 (Closed Session)  
5 August 1991

ORIGINAL : ENGLISH

**SOUTH PACIFIC COMMISSION**

**FIFTEENTH MEETING OF THE  
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS  
(Nuku'alofa, Kingdom of Tonga, 22-25 October 1991)**

**PROCEDURES TO BE USED IN PREPARING BUDGET DOCUMENTS:  
PROPOSAL TO ADJUST ASSESSED COUNTRY CONTRIBUTIONS  
BY A WEIGHTED INFLATION RATE**

(Paper presented by the Secretariat)

**INTRODUCTION**

1. The report of CRGA 14 (SPConf.31.WP.1 para 51) requested the Secretariat to produce a paper showing how the inflation rate for the calculation of assessed contributions was derived, and showing the increases in the average CPI for member island countries and of the CPI for New Caledonia and Fiji; how each main sub-head of expenditure is affected; and how this is in turn reflected in proposed assessed contributions. These various aspects of inflation are covered in this paper.

**DERIVATION OF 1.56% INFLATION RATE FOR ASSESSED CONTRIBUTIONS IN THE 1992 BUDGET**

2. In September 1990, a forward estimate of inflation for 1990 was produced to assist in initial preparations for the 1992 budget. The actual inflation rate to July (i.e. for 7 months) - the most recent data available at that stage - was 1.4% (annualised = 2.4%). A range of estimates (2.3% to 3.3%) were produced using different assumptions.

3. In October 1990, an update based on August figures was produced, (which showed a 0.1% increase over July). The rate to August was thus 1.5%, giving an annualised rate of 2.25%. The Statistics Section advised that an estimate of "2.3 - 2.5% still appears fairly reasonable". A caution was added about the unknown effects of the Gulf War on oil prices which could vary inflation rates considerably.

4. In December 1990, when the budget was prepared, the September and October figures were available and these had shown monthly changes of 0.0% and -0.2% respectively. Inflation for the first ten months of the year was only 1.3% (giving an annualised figure of 1.56%). This was the figure used to adjust assessed country contributions. That is, income from assessed contributions grew at the "no real growth" rate of 1.56% as required by Conference/CRGA. Note that this growth rate reflected only the inflation rate in New Caledonia.

5. In the final event, inflation in November and December was -0.1% and 0.2% respectively, giving an actual, annual rate for 1990 of 1.39%. Thus the budget of assessed contributions was overestimated by 0.17% (about \$10,000). See, however, footnote 1.

6. This is the assessed contributions side of the income picture for the 1992 budget. Other income was forecast to grow by 65.67% (from \$579,354 to \$959,800) giving an overall growth in income of 7.78%. The concept of "no real growth" that has been mentioned in recent CRGA discussions has not been defined, but is taken to refer to the assessed contributions, not to total income. An attempt to define precisely what is meant is given below.

7. On the expenditure side, the procedures used for calculating the expected expenditure set out in SPC/CRGA 11/Information Paper 2 (the relevant parts of which are attached) are no longer appropriate. With a ceiling put on income from assessed contributions of "no real growth", the Secretariat has been forced to restrict the various components of expenditure to what has been available from total income, in terms of priorities. *The 1992 budget contained no allowance on the expenditure side of any increase in salary for inflation.* While allowed on the income side (1.56%), paragraph 12 of the introductory notes to SPC/CRGA 14/WP.2 makes it clear that there is no allowance for actual salary increases.

8. *This was a conscious act: the budget was under a lot of pressure to contain growth and there was an assumption, given the low rate of inflation that there would not be a pay increase.*

9. The current practice in estimating expenditure is, for salaries and allowances, to examine each position individually and project expenditure based on current salary (at Dec 1990) and expected changes in allowances and increments. This allows such items as increments, termination expenses, etc. to be included more accurately in estimated expenditure. *The estimate contains no allowance for inflation.*

10. *An examination of expenditure to date of the 1991 budget (note 1991) indicates that it does not contain sufficient funds to pay the 1.39% pay increase for inflation that occurred in 1990. The 1992 budget does not have funds for the 1990 inflation or for any inflation that will occur in 1991 (see footnote 1 for an estimate).*

11. Apart from the fact that salaries and allowances have not been indexed to inflation, other changes in current practice from SPC/CRGA 11/Information Paper 2 are that other costs are not all tied to a specific CPI or a weighted average CPI for all island countries. This has proven to be impractical e.g. a major item in this is the costs of the tagging exercise and these have been estimated using more appropriate measures. Costs of irregular training courses may be estimated on expected costs for an "average" location or if the location is already known, projected costs for that location.

12. Thus the income constraint of "no real growth" in assessed contributions and available other income sources determines the total level of expenditure: the various budget expenditure items are adjusted within this total to ensure the budget is balanced. As stated above, the concept of "no real growth" has not been defined. There are two basic considerations:

- (a) is the New Caledonian price index an appropriate index for determining the inflation rate for the salary component?
- (b) are there different indexes that could be used for the various expenditure items in the budget?

**IS THE NEW CALEDONIAN PRICE INDEX AN APPROPRIATE INDEX FOR DETERMINING THE INFLATION RATE FOR SALARIES?**

13. As requested by CRGA 14, a table comparable to Schedule 4 of SPC/CRGA 11/Information Paper 2 is attached. Note this table is an extract from SPC publication "Retail Price Indexes 1990". Three "weighted average of price changes" are shown in the table:

- (a) a "population weighted" average: this implicitly assumes most of the salaries are paid in PNG. This type of weighting is clearly inappropriate for the salaries component and probably for other items as well.
- (b) a "simple arithmetic average" of price increases: this implicitly assumes that expenditure is spread evenly over all member countries. This is not appropriate for salaries but may be for the other component items of expenditure.
- (c) an index weighted by an estimate of salaries paid in the three countries where significant SPC staff are located: See footnote 3 for details of the calculation.

14. It is believed that the salary weighted index is the appropriate index to use in future for the calculation of "no real growth" for salaries.

**ARE THESE DIFFERENT INDEXES THAT COULD BE USED FOR THE VARIOUS EXPENDITURE ITEMS IN THE BUDGET?**

15. It would be possible to link salaries in total to the salary weighted index, and the remainder of the budget to a population weighted (option a) or simple average weighted (option b) index, or to the same salary weighted index (option c). There are, however, other options of specially designed indexes that should be considered.

16. While salaries accounted for 71% of the 1992 core budget, there are a number of other significant items in the budget for which the New Caledonia Price index (or a weighted average of retail price indexes where staff are located) may not be appropriate. The major items in the 1992 budget are:

|                             |     |
|-----------------------------|-----|
| salaries                    | 71% |
| airfares and per diems      | 5%  |
| consultant costs            | 2%  |
| capital costs               | 1%  |
| meetings/workshops/training | 8%  |
| other                       | 13% |

17. An examination of these suggests, ignoring the operations of the tagging vessel, that "travel", "meeting costs" and "other" mainly consist of two components: airfares and per diems. In total these three items account for about 26% of the 1992 budget. The remaining items account for only 3% of the budget and even some of this 3% has a component of fares and per diems in it (the consultant costs - 2%). It is not worth developing a separate index for capital costs - 1% of the budget. This could be assumed to move in line with whatever index is selected for the other components: the small size means it will have no impact no matter what is assumed.

18. If an index series for airfares and one for per diems could be developed, the budget estimates could be tied to movements in those series. This has been looked at (see footnote 5) and the outcome of all this is that it would be too much trouble for little benefit to do all this work: even if we went to all this trouble, the budget would not reflect current costs, only those rates of increase that would be 18 months + old.

19. It is therefore recommended that non salary items should be linked to general inflation rates in member countries, rather than to any specially designed index.

20. Option (a) discussed in para 13 above, is the method that seems to have been suggested in SPC/CRGA 11/Information Paper 2. This method would mean that PNG would have a weight of 60+ %, Fiji 13% and these two would dominate the index. Option (b) implicitly assumes that these non salary costs would be equally distributed amongst member countries [which would be closer to reality than option (a).] Option (c) is the method that is recommended for salaries. No matter what is done, the indexed budget will not - except by chance - be reflective of current costs and the aim of doing the adjustment is to ensure that there is a hedge against inflation for the non salary items. It is difficult to obtain the index numbers for all countries quickly and with the same timeliness as the larger countries. If options (a) or (b) were to be used in preparing a budget in November/December, most countries would only have 2nd quarter index numbers and some would only have 1st quarter. The larger countries would have 3rd quarter.

21. It is recommended that the non salary items should be linked to a simple weighted average of price increases in member countries. See footnote 4 for more details.

22. *The Secretariat believes that option (b) - a combination of a salary weighted index (for salaries) and a simple weighted average of inflation rates (for non salary items) - is the best indicator of inflation as it effects SPC operations and that in future, this weighted rate should be used in determining the "no real growth" rate to be recommended for assessed country contribution increases.*

#### **COULD SALARY INCREASES BE LINKED TO MORE RECENT CHANGES IN THE PRICE INDEX?**

23. Index numbers are prepared quickly in New Caledonia - the June 1991 index was released about the 10 of July. Fiji and Solomons produce indexes about 2 months after the end of the reference period. Operationally, it would be possible to adjust pays possibly every 3 or 6 months to reflect recent price changes. The actual index numbers and inflation rates are shown in the following table:

| Reference Date | Index number |       |          | Percentage change since Dec 1989 |       |          |
|----------------|--------------|-------|----------|----------------------------------|-------|----------|
|                | N.C.         | FIJI  | SOL. ISL | N.C.                             | FIJI  | SOL. ISL |
| December 1989  | 266.96       | 131.3 | 185.5    | -                                | -     | -        |
| December 1990  | 270.68       | 143.8 | 204.5    | 1.39                             | 9.52  | 10.24    |
| Feb 1991       |              |       | 215.5    |                                  |       | 16.17    |
| Mar 1991       |              | 146.7 |          |                                  | 11.73 |          |
| June 1991      | 278.93       |       |          | 4.50                             |       |          |

24. Note that if this were done, the salary bill and budgets would be out of sync. The 1992 budget has been prepared using 1990 price increases (for the income side) and countries have made a commitment to these increases. If salary increases reflecting inflation in 1990 and 1991 are allowed, the budget will not be sufficient.

25. There is no simple way out of this. It would help if the budget were re-estimated each year for the second CRGA. This would mean that countries would be asked to make different commitments in October than agreed to in May. However we would still be estimating 1992 budgets on mid 1991 costs. This problem could only be addressed by:

- (a) introducing a supplementary budget in the May CRGA to cover the current year; or
- (b) accepting that the SPC would have to cover those salary increases out of the existing budget. The latter is the only realistic approach.

26. The ideal position for staff - paying salaries based on current cost of living - will always produce the possibility that the budget will not cope with the price increases.

27. In summary, we have a number of indexes to choose from. Note that all the discussion has been in terms of the indexes available now: the numbers may be completely different when applied to the 1993 budget to be prepared in December 1991. A choice of one approach "because it gives a lower rate" does not guarantee that when calculated for the 1993 budget that the opposite applies. The indexes are:

- 1) the preliminary estimate of annual inflation in New Caledonia (1.56)
- 2) the final estimate of annual inflation in New Caledonia (1.39)
- 3) a salary weighted index (2.61)
- 4) a population weighted index (8.10)
- 5) a simple average of inflation in member countries (6.42)
- 6) a combined index of 3) and 5) with the weights of 71% for salaries (3 above) and 29% for non salaries (5 above) giving 3.91% as the recommended "no real growth" option to be used in future.



28. From this calculation of 3.91% as the "no real growth" scenario for the assessed contribution to the 1992 budget, it is clear that the 1.56% growth that was requested has resulted in a serious negative real growth for the SPC. The Secretariat realises that countries have already made a commitment for 1992 based on the 1.56% and that it would be unrealistic to ask CRGA 15 to endorse any changes to those commitments. However, it is the Secretariats' intention to incorporate in the 1993 budget an allowance for this deterioration in the real commitment to the SPC.

## RECOMMENDATIONS

1. It is believed that the salary weighted index is the appropriate index to use in future for the calculation of "no real growth" for salaries.
2. It is recommended that non salary items should be linked to general inflation rates in member countries, rather than to any specially designed index.
3. It is recommended that a simple weighted average of price increases in member countries is the appropriate index for non salary items.
4. *The Secretariat believes that a combination of a salary weighted index (for salaries) and a simple weighted average of inflation rates (for non salary items) - is the best indicator of inflation as it affects SPC operations and that in future, this weighted rate should be used in determining the "no real growth" rate to be recommended for assessed country contribution increases.*
5. *It is further recommended that CRGA approves of the Secretariats' intention to incorporate in the 1993 budget an allowance for this deterioration in the real commitment to the SPC.*

## FOOTNOTES

3. The index number for the year ended the December month rather than the 4th quarter is used. This is available for the three countries included (they have monthly indexes) whereas most of the other countries only have quarterly indexes.

An analysis was done using a weighted average of inflation rates and the impact this could have on assessed contributions. The data used for this exercise were:

|                                             |          |
|---------------------------------------------|----------|
| . inflation rates for 1990 in New Caledonia | (1.39%)  |
| Fiji                                        | (9.52%)  |
| and Solomon Islands                         | (10.24%) |

These are the inflation rates December 1990 over December 1989 for each country.

- the staff list and salary (annex vi of budget papers) as at December 1990 was used to weight these inflation rates. Thus salaries only (not allowances), not salaries for the whole year and only staff as at December 1990 were used. However, these are unlikely to have much effect on the weighted average.

The distribution of staff and salaries was such that:

**New Caledonia accounted for 85.11%**

**Fiji accounted for 12.97%**

**Solomon Islands accounted for 1.92%**

Multiplying the inflation rates by the % distribution of salary gives a weighted inflation rate of 2.61% as against the 1.39% if the New Caledonian rate only were used. Of this 2.61% New Caledonia accounted for 1.183%, Fiji 1.235% and Solomon Islands, 0.197%.



4. There are four simple options that would at least give some hedge for inflation for the non salary/allowances components of the budget. These are:

- (a) using a weighted index based only on those countries where staff are located, with weights proportional to total salaries paid in those countries; or
- (b) using a population weighted index for all member countries; or
- (c) using a simple arithmetic average for all member countries;
- (d) use whatever index is used to estimate salaries.

5. With airfares, it is clear that the cost of living in New Caledonia is not an appropriate measure to link to, nor is a weighted average of CPI's in the region. It would require some work to analyse the pattern of travel of SPC staff to establish a base. This base would probably be a combination of airlines and destinations. For example, probably a large % of travel (30%?) is to Fiji, another 20% to Australia, a further 20% from Fiji on Air Pacific, a considerable % to Kiribati, Tuvalu, and a fair proportion on Continental Airline routes to Micronesia. These figures are guesses only.

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**RESTRICTED**

**SPC/CRGA.15/WP.12/Add.1 (Closed Session)  
2 September 1991**

**ORIGINAL : ENGLISH**

**SOUTH PACIFIC COMMISSION**

**FIFTEENTH MEETING OF THE  
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS  
(Nuku'alofa, Kingdom of Tonga, 22-25 October 1991)**

**PROCEDURES TO BE USED IN PREPARING BUDGET DOCUMENTS:  
PROPOSAL TO ADJUST ASSESSED COUNTRY CONTRIBUTIONS  
BY WEIGHTED INFLATION RATE**

**(Paper presented by the Secretariat)**

Attention of delegates is drawn to document SPC/CRGA.15/WP.12 (closed Session) dated 5 August 1991 which was distributed earlier.

Please note that tables referred to in the above-mentioned document were inadvertently left out during the distribution. These are embodied in the following attachments:

**ATTACHMENT 1      SPC/CRGA.11/Information Paper.2 (Page 4)  
Formular for calculation of Assessed Contributions;**

**ATTACHMENT 2      Retail Price Indexes 1990.**

The Secretariat would therefore be grateful if your delegation to the 15th CRGA meeting could affix these attachments to the document SPC/CRGA.15/WP.12 distributed earlier.

Extracted from:  
SPC/CRGA.11/  
Information Paper.2  
Page 4

## ATTACHMENT 1

**Formula for Calculation of Assessed Contributions**

15. The Core Budget costs should be categorised into either Administrative or Work Programme Costs. Each category should be further analysed into :

- 15.1 Salaries and Allowances
- 15.2 Duty Travel
- 15.3 Other Costs

16. Each component can then be assessed and the following formula applied using the latest available Revised Budget the base data. The Revised 1988 Budget, as approved by Conference would, for example, be used as base data for preparation of the 1990 Budget.

| TYPE OF EXPENSE                                         | FORMULA TO BE USED                                 |
|---------------------------------------------------------|----------------------------------------------------|
| <b>1. Administrative Costs</b>                          |                                                    |
| <i>Salaries and Allowances</i>                          | Actual as projected                                |
| <i>Duty Travel</i>                                      | Within limitations imposed by Conference           |
| <i>Other Costs</i><br>Noumea<br>Fiji                    | New Caledonia CPI<br>CPI                           |
| <b>2. Work Programme Costs</b>                          |                                                    |
| <i>Salaries and Allowances</i>                          | Actual as projected                                |
| <i>Duty Travel</i>                                      | Within limitations imposed by Conference           |
| <i>Other Costs</i><br>a) Based on latest Revised Budget | Weighted Average CPI for all Island countries      |
| b) Additional                                           | Amount of "Other Income" as Budgeted for that year |

## Attachment 2

Percentage changes in Retail Price Index numbers: All groups and Food group, 1988-1990  
 Evolution (en pourcentage) des indices des prix de détail : Tous groupes et groupe des  
 denrées alimentaires (1988 à 1990)

| COUNTRY / PAYS                   | 1990    |          |           |          | Over the year (a) |      |      | Over 3         |
|----------------------------------|---------|----------|-----------|----------|-------------------|------|------|----------------|
|                                  | Quarter |          | Trimestre |          | Pour l'année (a)  |      |      | years (b)      |
|                                  | 1st 1er | 2nd 2ème | 3rd 3ème  | 4th 4ème | 1988              | 1989 | 1990 | Pour 3 ans (b) |
| <b>ALL GROUPS / TOUS GROUPES</b> |         |          |           |          |                   |      |      |                |
| American Samoa                   | 1.1     | 2.7      | 1.9       | 1.1      | 2.6               | 6.6  | 7.0  | 17.0           |
| Cook Islands                     | 0.8     | 1.8      | 1.9       | 1.4      | 5.5               | 5.5  | 6.0  | 18.0           |
| Fiji                             | 4.0     | 1.3      | 0.9       | 2.5      | 10.0              | 5.2  | 9.1  | 26.2           |
| Guam                             | 5.7     | -0.1     | -0.5      | 1.5      | 6.7               | 10.2 | 6.7  | 25.4           |
| Iles Wallis et Futuna            | 0.7     | 0.3      | 0.2       | 1.0      | 0.4               | 2.9  | 2.2  | 5.6            |
| Kiribati                         | 1.5     | 0.3      | 0.5       | 2.3      | 1.8               | 6.4  | 4.8  | 13.5           |
| Marshall Islands                 | N.A     | N.A      | N.A       | N.A      | 3.7               | -0.9 | N.A  | N.A            |
| Niue                             | 1.9     | 0.5      | 0.5       | 2.7      | 9.0               | 8.0  | 5.7  | 24.5           |
| Northern Mariana Is.             | 1.1     | -0.6     | 2.9       | 3.2      | 4.0               | 6.3  | 6.7  | 17.9           |
| Nouvelle-Calédonie               | 0.5     | 0.0      | 0.8       | -0.2     | 3.4               | 4.4  | 1.1  | 9.1            |
| Papua New Guinea                 | 3.0     | 2.5      | 1.3       | 1.9      | 7.5               | 1.8  | 8.9  | 19.2           |
| Polynésie française              | 0.5     | -0.1     | -0.2      | 0.0      | 2.7               | 2.7  | 0.2  | 5.6            |
| Solomon Islands                  | 3.8     | 0.6      | 1.8       | 3.8      | 17.2              | 11.9 | 10.3 | 44.6           |
| Tonga                            | 1.9     | 1.9      | 6.5       | 3.5      | 2.3               | 5.0  | 14.4 | 22.8           |
| Tuvalu                           | 3.1     | 0.2      | 1.6       | 0.9      | 2.1               | 2.6  | 5.9  | 11.0           |
| Vanuatu                          | 1.2     | 0.9      | 0.8       | 1.7      | 7.6               | 7.4  | 4.6  | 20.8           |
| Western Samoa                    | 6.3     | 5.3      | -0.3      | -2.3     | 3.0               | 12.3 | 9.1  | 26.2           |

Population Weighted for 1990 (option a) = 8.10%

Simple arithmetic average for 1990 (option b) = 6.42%

Index weighted by salaries paid (option c) = 2.61%

## FOOTNOTES

(a) 4th quarter of year compared with 4th quarter of previous year.

(b) Over the three-year period ended 4th quarter 1990.

## NOTES

a) Quatrième trimestre de l'année comparé au quatrième trimestre de l'année précédente.

b) Pour la période de trois ans se terminant au quatrième trimestre de 1990.



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***WORKING PAPER 13***

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***Revised Core Budget For 1991***

**RESTRICTED**

**SPC/CRGA.15/WP.13 (Closed Session)  
16 August, 1991**

**ORIGINAL : ENGLISH**

**SOUTH PACIFIC COMMISSION**

**THIRTY-FIRST SOUTH PACIFIC CONFERENCE**

**(Nuku'alofa, Tonga : 26-31 October, 1991)**

**REVISED CORE BUDGET FOR 1991**

**(Paper presented by the Secretariat)**



## **REVISED CORE BUDGET FOR 1991**

### **INTRODUCTION**

The proposed revised Core Budget for 1991 is shown on pages 9 to 27 of this working paper. The following information is provided :

The columns on the left hand side show :

**1990 Original Budget**  
**1990 Revised Budget**  
**1990 Actual Expenditure (as audited)**

The columns on the right hand side show :

**1991 Approved Budget**  
**1991 Proposed Revised Budget**  
**Surplus (Deficiency)**

### **PROPOSED CHANGES**

A summary of the proposed changes to the 1991 Approved Budget is shown on pages 6 and 7; the following information is disclosed :

#### **Sources of Additional Funds**

This identifies the sources of the additional funds that are anticipated by the end of 1991. A total of 208,000 CFP units is expected, made up of additional income plus savings due to projected lower expenditure.

#### **Use of Additional Funds**

An analysis of how these additional funds are to be applied is given.

#### **Schedule I. Salaries and Allowances**

This report shows those budget items for Salaries and Allowances where a variation is expected by the end of the year. If an item is expected to be within the original budget, it is not shown in this report. A Net Increase in Salaries and Allowances of 64,000 CFP units is projected for the year.

#### **Schedule II. Duty Travel**

Only those items where a variation is expected are shown. A Net Decrease in Duty Travel costs of 27,000 CFP units is anticipated for the year.

## **REASONS FOR VARIATIONS**

The reasons for the variations are as follows :

### **Salaries and Allowances**

A revision of all salaries and allowances has been made, taking into account normal contractual increments, new appointments and terminations. In addition it includes the cost of implementing certain Salary Review recommendations, as proposed by the May 1990 CRGA, to the extent that they would have an impact on the 1991 costs. Most of the other variations are the result of unexpected terminations and new appointments that could not be foreseen at the time of preparation of the 1991 Budget, and also unforeseen costs of overtime required in the Support Staff area to cope with the substantial increase in the Commission's activities.

### **Duty Travel**

Variations in Duty Travel are principally the result of unexpected staff movements throughout the year.

## **Income**

### **Assessed Contributions**

Level of assessed contributions was restored as originally budgeted, following the UK Government's decision to meet its full share of the 9.9% increase over the 1990 assessed contributions.

### **Bank Interest**

Due to the early payment of 1991 Assessed Contributions from some member countries, and advance receipt of some SPREP Project funds, investment income on surplus funds will be significantly higher than originally budgeted.

### **Funds available for Revote**

There are no funds available for revote following an excess expenditure over income as the result of the 1990 operation.

**PROPOSED CHANGES ITEMISED BY HEAD AND SUB-HEAD****Head II - Food and Materials****2001 Food Crops Diversification**

Salary costs based on actual costs to date and projections to year-end including a provision for the move to Suva of the Tropical Agriculturalist.

**3002 Deep Sea Fisheries Development Project**

Savings in duty travel costs are made to offset increased costs of Master Fishermen's salaries.

**3010 Administration - Fisheries Programme**

Savings in duty travel due to late appointment of Fisheries Co-ordinator.

**Head IV - Rural Management and Technology****4001 South Pacific Regional Environment Programme**

Salary savings based on actual costs to date and projections to year-end for the SPREP Co-ordinator.

**4301 Rural Technology Project**

Savings in salary and duty travel costs due to late appointment of the Technology Officer.

**Head VI - Socio-economic Statistical Services****6003 Statistical Information Services**

Salary savings based on actual costs to date and projections to year-end for the Statistical Research Officer and the Calculating Assistant.

**6101 Information, Research and Advisory Services**

Salary costs based on actual costs to date and projections to year-end for the Economist.

**6201 Technical Assistance and Training in Census, Demography and Population**

Salary costs based on actual costs to date and projections to year-end for the Demographer.

## **Head VII - Community Education Services**

### **7004 Women's Programme**

Salary costs based on actual costs to date and projections to year-end for the Communications Officer.

### **7101 Community Education Training Centre**

Savings in salaries made to cover increased travel of CETC staff to meet country requests.

### **7210 Radio Broadcast Training and Development**

Salary savings identified to cover increased programme/activity costs.

### **7301 Suva Administration**

Salary costs based on actual costs to date and projections to year-end for the Suva Administration staff; the increase is mainly attributable to the level of overtime that is now required to cope with the substantial increase in programme activity in Suva.

### **7401 Training for Youth and Community Workers**

An allocation of 55,000 CFP units has been provided to assist with the Pago Pago Youth Conference partly funded by Australia.

## **Head VIII - Information Services**

### **8002 Library Services**

Savings identified to cover costs of additional travel by the Librarian.

### **8011 Document Production and Distribution**

An allocation of 1,000 CFP units has been made to cover increased costs of outside printing.

### **8013 Computer Processing Services**

Salary savings due to late appointment of Computer Manager [refer note under 14011(d)].

## **Head IX - Regional Consultations**

### **9004 Evaluation of SPC Programmes**

No evaluation of SPC programmes done in 1991.

**Head XII - Property and Office Services****12001 Salaries and Allowances**

Salary costs based on actual costs to date and projections to year-end for all Administration staff. Substantial additional costs (70,000 CFP units) have been incurred in employing a team of tradesmen to construct temporary office accommodation and carry out urgently needed maintenance of offices. In addition, overtime has been required from most support staff to cope with the considerable increase in programme activities in Noumea this year.

**Head XIII - Finance Office****13003 Bank Charges**

The actual cost of bank charges is expected to be much less than budgeted due to cost recoveries from XB projects.

**Head XIV - Common Services****14001 Telephone Services**

Savings expected as a result of cost recoveries from XB projects.

**14001 Cables, Telexes and Fax Services**

Savings expected as a result of cost recoveries from XB projects.

**14010(c) General Maintenance and Improvements**

To cover cost of more urgent repairs to maintain the office buildings in an habitable and safe condition.

**14011(a) Office Furniture and Equipment - Replacements and Additions**

Additional allocation of 15,500 CFP units required to cover costs incurred in setting up offices for new staff, particularly extra-budgetary staff. It includes the cost of furniture and fittings for new temporary offices that were constructed last year.

**14011(b) Office Furniture and Equipment - Repairs and Maintenance**

Reflects actual costs to date plus projected costs to end of the year.

**14011(d) Computer Systems**

Salary savings due to late appointment of Computer Manager [refer note under 8013] utilised to buy equipment and computer software necessary to support the Work Programme.

**14012(a) Rented Dwellings - Replacements**

A substantial increase of 35,000 CFP units is required to fund the cost of furnishing numerous new houses that were rented to accommodate new staff.

**14012(b) Rented Dwellings - Repairs and Maintenance**

Reflects actual costs to date and projections to the end of the year.

**REVISION OF 1991 CORE BUDGET****SUMMARY OF CHANGES****SOURCES OF ADDITIONAL FUNDS****Additional Income:**

Assessed Contributions

Interest Received

25,254

150,746

176,000

**Less Reductions in Income**

Funds available for Revote

Sales of Publications

85,000

10,000

(95,000)

**Net Additional Income**

81,000

**Reduction in Non-salary Work Programme Costs:**

8002

Library Purchases

1,000

9004

Evaluation of SPC Programmes

30,000

Net Decrease in Duty Travel (as per Schedule II)

27,000

58,000

**Reduction in Administrative Costs:**

13003

Bank Charges

10,000

14001

Telephone Services

20,000

14002

Cable, Telex &amp; Fax services

20,000

14011 (b)

Office Furniture - Repairs &amp; Maintenance

8,500

14012 (b)

Rented Dwellings - Repairs &amp; Maintenance

10,500

69,000

**Total Funds Available****208,000**

**USE OF ADDITIONAL FUNDS****Salaries and Allowances:**

Net increase as per Schedule I

**Increase in Non-salary Work Programme Costs:**

|      |                            |
|------|----------------------------|
| 7201 | Regional Media Centre      |
| 7301 | Suva Office Administration |
| 7400 | Youth & Adult Education    |
| 8011 | Outside Painting           |

CFP units

1,000

5,000

55,000

1,000

64,000

62,000

**Increase in Administrative Costs:**

|           |                                                 |
|-----------|-------------------------------------------------|
| 14010 (c) | Office Buildings - Repairs & Maintenance        |
| 14011 (a) | Office Furniture & Eqpt - Repairs & Maintenance |
| 14011 (d) | Computer Systems                                |
| 14012 (a) | Rented Dwellings - New/Replacement Furniture    |

18,500

15,500

13,000

35,000

82,000

**Total Funds Used****208,000**



Schedule ISALARIES AND ALLOWANCES

| <i>Item</i> |                               | 1991<br>Approved | 1991<br>Revised | <i>Surplus<br/>(Deficit)</i> |
|-------------|-------------------------------|------------------|-----------------|------------------------------|
| 2001        | Tropical Agriculturalist      | 66,900           | 71,900          | (5,000)                      |
| 3002        | Fisheries Development Officer | 37,000           | 57,000          | (20,000)                     |
| 4001        | SPREP Co-ordinator            | 77,300           | 62,300          | 15,000                       |
| 4301        | Technology Officer            | 79,900           | 59,900          | 20,000                       |
| 6003        | Statistical Research Officer  | 68,100           | 53,100          | 15,000                       |
| 6101        | Economist                     | 73,700           | 83,700          | (10,000)                     |
| 6201        | Demographer                   | 71,200           | 76,200          | (5,000)                      |
| 7004        | Women's Communication Officer | 30,500           | 42,500          | (12,000)                     |
| 7101        | Principal-CETC                | 52,500           | 47,500          | 5,000                        |
| 7301        | Suva Administration Office    | 109,800          | 119,800         | (10,000)                     |
| 8013        | Computer Manager              | 54,300           | 41,300          | 13,000                       |
| 12001       | Property & Office Services    | 803,000          | 873,000         | (70,000)                     |
|             |                               | 1,524,200        | 1,588,200       | (64,000)                     |

Schedule IIDUTY TRAVEL

|      |                               |        |        |         |
|------|-------------------------------|--------|--------|---------|
| 3002 | Fisheries Development Officer | 30,000 | 10,000 | 20,000  |
| 3010 | Fisheries Co-ordinator        | 12,000 | 7,000  | 5,000   |
| 4301 | Technology Officer            | 11,000 | 4,000  | 7,000   |
| 7101 | Principal-CETC                | 5,000  | 10,000 | (5,000) |
| 7201 | Radio Broadcasts Officer      | 11,000 | 10,000 | 1,000   |
| 8003 | Library                       | 2,000  | 3,000  | (1,000) |
|      |                               | 71,000 | 44,000 | 27,000  |

| 1990 Budget |           | Actual    |  | REVISED CORE BUDGET FOR 1991         |                                               | 1991 Budget |           | Surplus<br>(Deficit) |
|-------------|-----------|-----------|--|--------------------------------------|-----------------------------------------------|-------------|-----------|----------------------|
| Original    | Revised   |           |  |                                      |                                               | Approved    | Revised   |                      |
| 5,641,100   | 6,002,100 | 6,040,127 |  | <u>INCOME</u>                        |                                               | 6,381,100   | 6,462,100 | 81,000               |
|             |           |           |  | <u>EXPENDITURE</u>                   |                                               |             |           |                      |
| 404,600     | 436,000   | 448,997   |  | HEAD I                               | Executive Management                          | 473,200     | 473,200   | 0                    |
| 221,500     | 225,000   | 262,186   |  | HEAD II                              | Food and Materials                            | 196,100     | 201,100   | (5,000)              |
| 3,55,000    | 353,500   | 363,996   |  | HEAD III                             | Marine Resources                              | 352,000     | 347,000   | 5,000                |
| 148,000     | 175,000   | 165,648   |  | HEAD IV                              | Environmental Management and Rural Technology | 179,200     | 137,200   | 42,000               |
| 280,500     | 307,500   | 328,158   |  | HEAD V                               | Community Health Services                     | 444,100     | 444,100   | 0                    |
| 5,8,000     | 51,600    | 535,635   |  | HEAD VI                              | Socio-Economic Statistical Services           | 523,300     | 523,300   | 0                    |
| 937,000     | 940,500   | 934,027   |  | HEAD VII                             | Community Education Services                  | 1,130,700   | 1,212,700 | (82,000)             |
| 898,500     | 959,500   | 1,031,870 |  | HEAD VIII                            | Information Services                          | 1,165,000   | 1,153,000 | 12,000               |
| 21,000      | 210,000   | 206,206   |  | HEAD IX                              | Regional Consultations                        | 240,000     | 210,000   | 30,000               |
| 80,000      | 100,000   | 66,486    |  | HEAD X                               | Awards and Grants                             | 50,000      | 50,000    | 0                    |
| 0           | 0         | 0         |  | HEAD XI                              | Cultural Conservation and Exchange            | 10,000      | 10,000    | 0                    |
| 7,46,000    | 794,200   | 871,882   |  | HEAD XII                             | Property and Office Services                  | 805,000     | 875,000   | (70,000)             |
| 301,500     | 345,000   | 371,141   |  | HEAD XIII                            | Finance Office                                | 326,500     | 316,500   | 10,000               |
| 430,500     | 514,500   | 559,266   |  | HEAD XIV                             | Common Services                               | 436,000     | 459,000   | (23,000)             |
| 70,000      | 70,000    | 70,000    |  | HEAD XV                              | Reserve Funds and Provisions                  | 50,000      | 50,000    | 0                    |
| 5,641,100   | 5,948,300 | 6,215,498 |  | <u>TOTAL EXPENDITURE</u>             |                                               | 6,381,100   | 6,462,100 | (81,000)             |
| 0           | 53,800    | (175,371) |  | <u>SURPLUS (DEFICIENCY) FOR YEAR</u> |                                               | 0           | 0         | 0                    |

| REVISED CORE BUDGET FOR 1991  |           |           |                                                                               | 1991 Budget<br>Approved | Revised   | Surplus<br>(Deficit) |
|-------------------------------|-----------|-----------|-------------------------------------------------------------------------------|-------------------------|-----------|----------------------|
| 1990 Budget<br>Original       | Revised   | Actual    |                                                                               |                         |           |                      |
| INCOME                        |           |           |                                                                               |                         |           |                      |
| 5,302,100                     | 5,302,100 | 5,302,100 | 1. Contributions from Participating Governments and Administrations           | 5,801,746               | 5,827,000 | 25,254               |
| 30,000                        | 110,000   | 84,315    | 2. Grants from Other Sources                                                  | 100,000                 | 100,000   | 0                    |
| 83,000                        | 165,000   | 190,421   | 3. Funds Available for Revote                                                 | 85,000                  | 0         | (85,000)             |
|                               |           |           | 4. Brought in from Reserves                                                   |                         |           |                      |
| 5,000                         | 0         | 0         | 5. Reader Programme Sales/Royalties                                           | 0                       | 0         | 0                    |
| 15,000                        | 5,000     | 4,136     | 6. Other Income                                                               | 15,000                  | 5,000     | (10,000)             |
| 31,000                        | 230,000   | 290,640   | (a) Sales of Publications<br>less Bad Debts Written Off re Sales Publications | 179,354                 | 330,100   | 150,746              |
| 20,000                        | 35,000    | 40,097    | (b) Bank Interest                                                             | 30,000                  | 30,000    | 0                    |
| 155,000                       | 155,000   | 128,418   | (c) Miscellaneous                                                             | 170,000                 | 170,000   | 0                    |
|                               |           |           | (d) Administrative Fee on Extra-budgetary Funds                               |                         |           |                      |
| 5,641,100                     | 6,002,100 | 6,040,127 | TOTAL INCOME                                                                  | 6,381,100               | 6,462,100 | 81,000               |
| HEAD 1 - EXECUTIVE MANAGEMENT |           |           |                                                                               |                         |           |                      |
| 1000 Executive Management     |           |           |                                                                               |                         |           |                      |
| 338,600                       | 360,000   | 375,525   | 1001 Salaries and Allowances                                                  | 398,200                 | 398,200   | 0                    |
| 15,000                        | 15,000    | 14,718    | 1002 Official Entertainment (previously Item 14006)                           | 15,000                  | 15,000    | 0                    |
|                               |           |           | 1003 Duty Travel                                                              |                         |           | 0                    |
| 20,000                        | 30,000    | 28,106    | Secretary-General                                                             | 30,000                  | 30,000    | 0                    |
| 17,000                        | 17,000    | 15,358    | Director of Programmes                                                        | 15,000                  | 15,000    | 0                    |
| 14,000                        | 14,000    | 15,290    | Deputy Director of Programmes                                                 | 15,000                  | 15,000    | 0                    |
| 404,600                       | 436,000   | 448,997   | TOTAL HEAD 1 - EXECUTIVE MANAGEMENT                                           | 473,200                 | 473,200   | 0                    |

| 1990 Budget                  |         |         | REVISED CORE BUDGET FOR 1991                                                                  |  |          | 1991 Budget |         | Surplus<br>(Deficit) |
|------------------------------|---------|---------|-----------------------------------------------------------------------------------------------|--|----------|-------------|---------|----------------------|
| Original                     | Revised | Actual  |                                                                                               |  | Approved | Revised     |         |                      |
| HEAD II - FOOD AND MATERIALS |         |         |                                                                                               |  |          |             |         |                      |
| 2000 AGRICULTURE             |         |         |                                                                                               |  |          |             |         |                      |
|                              |         |         | 2001 Food Crops Diversification                                                               |  |          |             |         |                      |
| 70,500                       | 78,500  | 126,062 | Salaries                                                                                      |  | 66,900   | 71,900      | (5,000) |                      |
| 11,000                       | 11,000  | 7,446   | Duty Travel                                                                                   |  | 11,000   | 11,000      | 0       |                      |
| 18,000                       | 18,000  | 11,027  | Programme/Activity Costs                                                                      |  | 18,000   | 18,000      | 0       |                      |
| 99,500                       | 107,500 | 144,535 | Total                                                                                         |  | 95,900   | 100,900     | (5,000) |                      |
|                              |         |         | 2002 Coconut Development                                                                      |  |          |             |         |                      |
|                              |         | 0       | 2008 Regional Conf. of Permanent Heads<br>of Agriculture and Livestock<br>Production Services |  | 95,900   | 100,900     | (5,000) |                      |
| 99,500                       | 107,500 | 144,535 | Total Agriculture                                                                             |  |          |             |         |                      |
| 2100 PLANT PROTECTION        |         |         |                                                                                               |  |          |             |         |                      |
|                              |         |         | 2101 Plant Protection Service                                                                 |  |          |             |         |                      |
| 86,000                       | 80,000  | 83,913  | Salaries                                                                                      |  | 84,200   | 84,200      | 0       |                      |
| 11,000                       | 11,000  | 9,834   | Duty Travel                                                                                   |  | 11,000   | 11,000      | 0       |                      |
| 97,000                       | 91,000  | 93,747  | Programme/Activity Costs                                                                      |  | 95,200   | 95,200      | 0       |                      |
|                              |         |         | Total                                                                                         |  | 0        | 0           | 0       |                      |
| 20,000                       | 21,500  | 20,190  | 2105 Regional Technical Meeting on Plant<br>Protection                                        |  | 5,000    | 5,000       | 0       |                      |
| 5,000                        | 5,000   | 3,714   | 2108 Special Plant Protection Publications & Training Aids                                    |  | 100,200  | 100,200     | 0       |                      |
| 122,000                      | 117,500 | 117,651 | Total Plant Protection                                                                        |  |          |             |         |                      |
| 224,500                      | 223,000 | 262,186 | TOTAL HEAD II - FOOD AND MATERIALS                                                            |  | 196,100  | 201,100     | (5,000) |                      |



| 1990 Budget<br>Original | 1990 Budget<br>Revised | Actual  | REVISED CORE BUDGET FOR 1991                                     | 1991 Budget<br>Approved | Revised | Surplus<br>(Deficit) |
|-------------------------|------------------------|---------|------------------------------------------------------------------|-------------------------|---------|----------------------|
|                         |                        |         | <b>HEAD III - MARINE RESOURCES</b>                               |                         |         |                      |
|                         |                        |         | <b>3000 MARINE RESOURCES</b>                                     |                         |         |                      |
| 18,000                  | 40,000                 | 45,139  | 3001 Regional Technical Meeting on Fisheries                     | 39,000                  | 39,000  | 0                    |
| 181,000                 | 158,000                | 153,798 | 3002 Deep Sea Fisheries Development Project                      | 172,600                 | 192,600 | (20,000)             |
| 10,000                  | 5,000                  | 4,212   | Salaries                                                         | 30,000                  | 10,000  | 20,000               |
| 56,500                  | 56,500                 | 62,469  | Duty Travel                                                      | 20,000                  | 20,000  | 0                    |
| 247,500                 | 219,500                | 220,479 | Programme/Activity Costs                                         | 222,600                 | 222,600 | 0                    |
|                         |                        |         | Total                                                            |                         |         |                      |
| 5,000                   | 5,000                  | 5,003   | 3004 Regional Fisheries Training Programme                       | 5,000                   | 5,000   | 0                    |
| 72,500                  | 77,000                 | 83,056  | 3010 Administration - Fisheries Programme                        | 73,400                  | 73,400  | 0                    |
| 12,000                  | 12,000                 | 10,319  | Salaries                                                         | 12,000                  | 7,000   | 5,000                |
| 84,500                  | 89,000                 | 93,375  | Duty Travel                                                      | 85,400                  | 80,400  | 5,000                |
|                         |                        |         | Programme/Activity Costs                                         |                         |         |                      |
|                         |                        |         | Total                                                            |                         |         |                      |
| 355,000                 | 353,500                | 363,996 | <b>TOTAL HEAD III - MARINE RESOURCES</b>                         | 352,000                 | 347,000 | 5,000                |
|                         |                        |         | <b>HEAD IV - ENVIRONMENTAL MANAGEMENT &amp; RURAL TECHNOLOGY</b> |                         |         |                      |
|                         |                        |         | <b>4000 ENVIRONMENTAL MANAGEMENT</b>                             |                         |         |                      |
| 66,000                  | 79,000                 | 74,513  | 4001 South Pacific Regional Environment Project                  | 77,300                  | 62,300  | 15,000               |
| 11,000                  | 11,000                 | 12,143  | Salaries                                                         | 11,000                  | 11,000  | 0                    |
| 77,000                  | 90,000                 | 86,656  | Duty Travel                                                      | 88,300                  | 73,300  | 15,000               |
|                         |                        |         | Programme/Activity Costs                                         |                         |         |                      |
|                         |                        |         | Total Environmental Management                                   |                         |         |                      |

| 1990 Budget<br>original | Revised | Actual  | REVISED CORE BUDGET FOR 1991                                        | 1991 Budget<br>Approved | Revised | Surplus<br>(Deficit) |
|-------------------------|---------|---------|---------------------------------------------------------------------|-------------------------|---------|----------------------|
|                         |         |         | 4200 RURAL DEVELOPMENT<br>This section now included under item 6150 |                         |         |                      |
|                         |         |         | 4300 RURAL TECHNOLOGY                                               |                         |         |                      |
|                         |         |         | 4301 Rural Technology Project                                       |                         |         |                      |
| 60,000                  | 74,000  | 70,809  | Salaries                                                            | 79,900                  | 59,900  | 20,000               |
| 11,000                  | 11,000  | 8,183   | Duty Travel                                                         | 11,000                  | 4,000   | 7,000                |
|                         |         |         | Programme/Activity Costs                                            |                         |         |                      |
| 71,000                  | 85,000  | 78,992  | Total                                                               | 90,900                  | 63,900  | 27,000               |
|                         |         |         | 4304 Energy Meeting                                                 |                         |         |                      |
| 71,000                  | 85,000  | 78,992  | Total Rural Technology                                              | 90,900                  | 63,900  | 27,000               |
| 148,000                 | 175,000 | 165,648 | TOTAL HEAD IV - ENVIRONMENTAL MANAGEMENT & RURAL TECHNOLOGY         | 179,200                 | 137,200 | 42,000               |

| 1990 Budget                                                               |         | Actual | REVISED CORE BUDGET FOR 1991 |  | 1991 Budget<br>Approved | Revised | Surplus<br>(Deficit) |
|---------------------------------------------------------------------------|---------|--------|------------------------------|--|-------------------------|---------|----------------------|
| Original                                                                  | Revised |        |                              |  |                         |         |                      |
|                                                                           |         |        |                              |  |                         |         |                      |
|                                                                           |         |        |                              |  |                         |         |                      |
|                                                                           |         |        |                              |  |                         |         |                      |
| HEAD V . COMMUNITY HEALTH SERVICES                                        |         |        |                              |  |                         |         |                      |
| <u>5000 COMMUNITY HEALTH SERVICES</u>                                     |         |        |                              |  |                         |         |                      |
| 5001 Product. & Distrib. of Health & Nutrition Educat. & Train. Materials |         |        |                              |  |                         |         |                      |
| 28,000                                                                    | 35,000  | 35,628 | Salaries                     |  | 33,000                  | 33,000  | 0                    |
|                                                                           | 4,000   | 3,215  | Duty Travel                  |  |                         |         |                      |
|                                                                           |         |        | Programme/Activity Costs     |  |                         |         |                      |
| 28,000                                                                    | 39,000  | 38,843 | Total                        |  | 33,000                  | 33,000  | 0                    |
| 5002 Nutrition and Health Education Training                              |         |        |                              |  |                         |         |                      |
| 5003 Advisory Services in Health Education                                |         |        |                              |  |                         |         |                      |
| 58,000                                                                    | 60,000  | 76,636 | Salaries                     |  | 70,600                  | 70,600  | 0                    |
| 11,000                                                                    | 15,000  | 14,458 | Duty Travel                  |  | 11,000                  | 11,000  | 0                    |
|                                                                           |         |        | Programme/Activity Costs     |  |                         |         |                      |
| 69,000                                                                    | 75,000  | 91,094 | Total                        |  | 81,600                  | 81,600  | 0                    |
| 5004 Nutrition Advisory Services                                          |         |        |                              |  |                         |         |                      |
|                                                                           |         | 0      |                              |  |                         |         |                      |
| 6,000                                                                     | 7,500   | 6,770  |                              |  | 6,000                   | 6,000   | 0                    |
| 5,000                                                                     | 5,000   | 5,424  |                              |  | 5,000                   | 5,000   | 0                    |
| 5008 Non-Communicable Disease Prevention and Control                      |         |        |                              |  |                         |         |                      |
| 5009 South Pacific Epidemiological and Health Information Service         |         |        |                              |  |                         |         |                      |
| 5011 Advisory Services in Epidemiology:                                   |         |        |                              |  |                         |         |                      |
| 71,000                                                                    | 68,000  | 70,325 | Salaries                     |  | 69,000                  | 69,000  | 0                    |
| 11,000                                                                    | 15,000  | 14,076 | Duty Travel                  |  | 11,000                  | 11,000  | 0                    |
| 5,000                                                                     | 5,000   | 5,157  | Programme/Activity Costs     |  | 5,000                   | 5,000   | 0                    |
| 87,000                                                                    | 88,000  | 89,558 | Total                        |  | 85,000                  | 85,000  | 0                    |



| 1990 Budget<br>-iginal | Revised | Actual  | REVISED CORE BUDGET FOR 1991                          | 1991 Budget<br>Approved | Revised | Surplus<br>(Deficit) |
|------------------------|---------|---------|-------------------------------------------------------|-------------------------|---------|----------------------|
|                        |         |         | 5014 Rural Water Supply & Sanitation Programme        |                         |         |                      |
|                        |         |         | 5015 Food Hygiene                                     |                         |         |                      |
|                        |         |         | 5016 Environmental Health                             |                         |         |                      |
| 62,500                 | 70,000  | 74,052  | Salaries                                              | 74,900                  | 74,900  | 0                    |
| 11,000                 | 11,000  | 11,373  | Duty Travel                                           | 11,000                  | 11,000  | 0                    |
| 12,000                 | 12,000  | 11,104  | Programme/Activity Costs                              | 15,000                  | 15,000  | 0                    |
| 85,500                 | 93,000  | 96,469  | Total                                                 | 100,900                 | 100,900 | 0                    |
|                        |         |         | 5017 Regional Conference of Permanent Heads of Health | 50,000                  | 50,000  | 0                    |
|                        |         |         | 5050 Health Administration                            |                         |         | 0                    |
|                        |         |         | Salaries                                              | 71,600                  | 71,600  | 0                    |
|                        |         |         | Duty Travel                                           | 11,000                  | 11,000  | 0                    |
|                        |         |         | Programme/Activity Costs                              |                         |         | 0                    |
|                        |         |         | Total                                                 | 82,600                  | 82,600  | 0                    |
| 80,500                 | 307,000 | 328,158 | TOTAL HEAD V - COMMUNITY HEALTH                       | 444,100                 | 444,100 | 0                    |

| 1990 Budget<br>Original                              | Revised | Actual  | REVISED CORE BUDGET FOR 1991              | 1991 Budget<br>Approved | Revised | Surplus<br>(Deficit) |
|------------------------------------------------------|---------|---------|-------------------------------------------|-------------------------|---------|----------------------|
| <b>HEAD VI - SOCIO-ECONOMIC STATISTICAL SERVICES</b> |         |         |                                           |                         |         |                      |
| <b>6000 STATISTICS SECTION</b>                       |         |         |                                           |                         |         |                      |
| 45,500                                               | 53,100  | 49,990  | 6001 Generalised Statistical Training     | 22,200                  | 22,200  | 0                    |
| 10,000                                               | 10,000  | 9,335   | Salaries                                  | 10,000                  | 10,000  | 0                    |
| 14,000                                               | 14,000  | 12,979  | Duty Travel                               | 8,000                   | 8,000   | 0                    |
| 69,500                                               | 77,100  | 72,304  | Programme/Activity Costs                  | 40,200                  | 40,200  | 0                    |
| 5,000                                                | 5,000   | 4,994   | Total                                     |                         |         |                      |
|                                                      |         |         | 6002 Specialised Statistical Training     | 22,200                  | 22,200  | 0                    |
|                                                      |         |         | Salaries                                  | 8,000                   | 8,000   | 0                    |
|                                                      |         |         | Duty Travel                               | 30,200                  | 30,200  | 0                    |
|                                                      |         |         | Programme/Activity Costs                  |                         |         |                      |
|                                                      |         |         | Total                                     |                         |         |                      |
| 49,500                                               | 56,000  | 66,945  | 6003 Statistical Information Services     | 68,100                  | 53,100  | 15,000               |
| 2,000                                                | 2,000   | 1,794   | Salaries                                  | 5,000                   | 5,000   | 0                    |
| 51,500                                               | 58,000  | 68,739  | Duty Travel                               | 73,100                  | 58,100  | 15,000               |
|                                                      |         |         | Programme/Activity Costs                  |                         |         |                      |
|                                                      |         |         | Total                                     |                         |         |                      |
|                                                      |         | 561     | 6004 Regional Conference of Statisticians | 35,000                  | 35,000  | 0                    |
| 61,000                                               | 71,000  | 74,932  | 6005 Statistical Advisory Services        | 68,100                  | 68,100  | 0                    |
| 10,000                                               | 10,000  | 9,060   | Salaries                                  | 10,000                  | 10,000  | 0                    |
|                                                      |         |         | Duty Travel                               |                         |         |                      |
|                                                      |         |         | Programme/Activity Costs                  |                         |         |                      |
| 71,000                                               | 81,000  | 83,992  | Total                                     | 78,100                  | 78,100  | 0                    |
| 197,000                                              | 221,100 | 230,590 | Total Statistics Section                  | 256,600                 | 241,600 | 15,000               |

| 1990 Budget<br>Final                                 | Revised | Actual  | REVISED CORE BUDGET FOR 1991                                             | 1991 Budget<br>Approved | Revised | Surplus<br>(Deficit) |
|------------------------------------------------------|---------|---------|--------------------------------------------------------------------------|-------------------------|---------|----------------------|
| <b>6100 ECONOMIC SECTION</b>                         |         |         |                                                                          |                         |         |                      |
| 79,000                                               | 58,000  | 63,661  | 6101 Information, Research and Advisory Services                         | 73,700                  | 83,700  | (10,000)             |
| 13,000                                               | 13,000  | 8,924   | Salaries                                                                 | 13,000                  | 13,000  | 0                    |
| 1,000                                                | 1,000   | 948     | Duty Travel                                                              | 1,000                   | 1,000   | 0                    |
| 93,000                                               | 72,000  | 73,533  | Programme/Activity Costs                                                 | 87,700                  | 97,700  | (10,000)             |
|                                                      |         |         | Total                                                                    |                         |         |                      |
|                                                      |         |         | 6103 Sub-Regional Trg Course in Project Planning Evaluation & Mgt.       | 10,000                  | 10,000  | 0                    |
|                                                      |         |         | 6104 Sub-Regional Training Course in Farm Management and Economics       | 10,000                  | 10,000  | 0                    |
| 10,000                                               | 10,000  | 10,000  | 6105 Sub-Regional Training Course in Negotiation with Overseas Interests |                         |         | 0                    |
| 103,000                                              | 82,000  | 83,533  | Total Economic Section                                                   | 107,700                 | 117,700 | (10,000)             |
| <b>6150 RURAL DEVELOPMENT (previously Item 4200)</b> |         |         |                                                                          |                         |         |                      |
| 49,500                                               | 49,500  | 53,455  | 6151 Integrated Rural Development (previously Item 4201)                 | 46,800                  | 46,800  | 0                    |
| 11,000                                               | 11,000  | 10,736  | Salaries                                                                 | 11,000                  | 11,000  | 0                    |
| 82,000                                               | 40,000  | 42,167  | Duty Travel                                                              | 0                       | 0       | 0                    |
| 142,500                                              | 100,500 | 106,358 | Programme/Activity Costs                                                 | 57,800                  | 57,800  | 0                    |
|                                                      |         |         | Total                                                                    |                         |         |                      |
|                                                      |         |         | 6152 Grants for Rural Development Projects (previously Item 4202)        |                         |         | 0                    |
| 10,000                                               | 10,000  | 6,408   | 6153 Rural Development Training Workshops (previously Item 4201)         | 10,000                  | 10,000  | 0                    |
|                                                      |         |         | 6154 Rural Development Advisory Services (previously Item 4204)          |                         |         | 0                    |
| 152,500                                              | 110,500 | 112,766 | Total Rural Development                                                  | 67,800                  | 67,800  | 0                    |

| 1990 Budget<br>Original               | Revised                               | Actual                               | REVISED CORE BUDGET FOR 1991                                                                                                                                                                  | 1991 Budget<br>Approved              | Revised                              | Surplus<br>(Deficit)         |
|---------------------------------------|---------------------------------------|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|--------------------------------------|------------------------------|
| 70,500<br>10,000<br>25,000<br>105,500 | 69,000<br>10,000<br>25,000<br>104,000 | 74,602<br>9,144<br>25,000<br>108,746 | 6201 <u>6200 SERVICES IN POPULATION DATA UTILIZATION</u><br>Tech. Assistance in Integration of Population & Develop. Planning<br>Salaries<br>Duty Travel<br>Programme/Activity Costs<br>Total | 71,200<br>10,000<br>10,000<br>91,200 | 76,200<br>10,000<br>10,000<br>96,200 | (5,000)<br>0<br>0<br>(5,000) |
| 105,500                               | 104,000                               | 108,746                              | Total Services in Population Data Utilization                                                                                                                                                 | 91,200                               | 96,200                               | (5,000)                      |
| 558,000                               | 517,600                               | 535,635                              | TOTAL HEAD VI - SOCIO-ECONOMIC STATISTICAL SERVICES                                                                                                                                           | 523,300                              | 523,300                              | 0                            |

| 1990 Budget<br>Original | Revised | Actual | REVISED CORE BUDGET FOR 1991                                                                                            | 1991 Budget<br>Approved | Revised | Surplus<br>(Deficit) |
|-------------------------|---------|--------|-------------------------------------------------------------------------------------------------------------------------|-------------------------|---------|----------------------|
|                         |         |        | <b>HEAD VII - COMMUNITY EDUCATION SERVICES</b>                                                                          |                         |         |                      |
|                         |         |        | <b>7000 WOMEN'S PROGRAMMES &amp; ACTIVITIES</b>                                                                         |                         |         |                      |
|                         |         |        | 7001 Pacific Women's Resource Bureau<br>Salaries<br>Duty Travel (paid by XB funds)<br>Programme/Activity Costs<br>Total | 113,200                 | 113,200 | 0                    |
|                         |         |        | 7002 Implementation of Women's Programmes                                                                               | 113,200                 | 113,200 |                      |
|                         |         |        | 7003 Women's Newsletter                                                                                                 |                         |         |                      |
|                         |         |        | 7004 Communications Officer<br>Salaries<br>Duty Travel (paid by XB funds)<br>Programme/Activity Costs<br>Total          | 30,500                  | 42,500  | (12,000)             |
|                         |         |        | 7005 Regional Meeting on Women's Affairs                                                                                | 30,500                  | 42,500  | (12,000)             |
| 0                       | 0       | 0      | <b>Total Women's Activities</b>                                                                                         | 143,700                 | 155,700 | (12,000)             |



| 1990 Budget                       |         | REVISED CORE BUDGET FOR 1991                  |         | Actual | 1991 Budget |         | Surplus<br>(Deficit) |
|-----------------------------------|---------|-----------------------------------------------|---------|--------|-------------|---------|----------------------|
| Original                          | Revised |                                               |         |        | Approved    | Revised |                      |
| 7100 COMMUNITY EDUCATION TRAINING |         |                                               |         |        |             |         |                      |
|                                   |         | 7101 Community Education Training Centre      |         |        |             |         |                      |
| 180,000                           | 180,000 | Salaries                                      | 182,326 |        | 197,500     | 192,500 | 5,000                |
| 5,000                             | 16,000  | Duty Travel                                   | 15,796  |        | 5,000       | 10,000  | (5,000)              |
|                                   |         | Programme/Activity Costs                      |         |        |             |         |                      |
| 185,000                           | 196,000 | Total                                         | 198,122 |        | 202,500     | 202,500 | 0                    |
| 90,000                            | 90,000  | 7102 CETC Courses                             | 88,586  |        | 98,500      | 98,500  | 0                    |
|                                   |         | 7103 Construction Costs CETC Building         | 0       |        |             |         |                      |
| 275,000                           | 286,000 | Total CETC                                    | 286,708 |        | 301,000     | 301,000 | 0                    |
| 7200 REGIONAL MEDIA CENTRE        |         |                                               |         |        |             |         |                      |
|                                   |         | 7201 Radio Broadcast Training and Development |         |        |             |         |                      |
| 79,000                            | 70,000  | Salaries                                      | 71,743  |        | 100,800     | 100,800 | 0                    |
| 11,000                            | 11,000  | Duty Travel                                   | 10,547  |        | 11,000      | 10,000  | 1,000                |
| 35,000                            | 35,000  | Programme/Activity Costs                      | 35,361  |        | 19,000      | 20,000  | (1,000)              |
| 125,000                           | 116,000 | Total                                         | 117,651 |        | 130,800     | 130,800 | 0                    |
|                                   |         | 7202 Graphic Arts Training                    |         |        |             |         |                      |
| 90,000                            | 84,000  | Salaries                                      | 81,514  |        | 96,200      | 96,200  | 0                    |
| 11,000                            | 11,000  | Duty Travel                                   | 5,302   |        | 11,000      | 11,000  | 0                    |
| 50,000                            | 50,000  | Programme/Activity Costs                      | 44,089  |        | 50,000      | 50,000  | 0                    |
| 151,000                           | 145,000 | Total                                         | 130,905 |        | 157,200     | 157,200 | 0                    |

| 1990 Budget                      |         | Actual  |  | REVISED CORE BUDGET FOR 1991                   |  | 1991 Budget |           | Surplus<br>(Deficit) |
|----------------------------------|---------|---------|--|------------------------------------------------|--|-------------|-----------|----------------------|
| Original                         | Revised |         |  |                                                |  | Approved    | Revised   |                      |
| 66,500                           | 69,000  | 73,392  |  | 7203 Video Training                            |  | 81,300      | 81,300    | 0                    |
| 11,000                           | 11,000  | 9,380   |  | Salaries                                       |  | 11,000      | 11,000    | 0                    |
| 35,000                           | 35,000  | 33,697  |  | Duty Travel                                    |  | 4,000       | 4,000     | 0                    |
| 112,500                          | 115,000 | 116,469 |  | Programme/Activity Costs                       |  | 96,300      | 96,300    | 0                    |
| 4,000                            | 4,000   | 2,075   |  | Total                                          |  | 4,000       | 4,000     | 0                    |
| 1,600                            | 1,600   | 155     |  | 7205 Technical Equipment - Maintenance         |  | 1,600       | 1,600     | 0                    |
| 394,100                          | 381,600 | 367,255 |  | 7206 Materials Production                      |  | 389,900     | 389,900   | 0                    |
|                                  |         |         |  | Total Media Centre                             |  |             |           |                      |
| 7300 ADMINISTRATION SERVICES     |         |         |  |                                                |  |             |           |                      |
| 84,500                           | 92,000  | 102,692 |  | 7301 Suva Administration Office                |  | 109,800     | 119,800   | (10,000)             |
| 76,900                           | 76,900  | 74,804  |  | Salaries                                       |  | 5,000       | 5,000     | 0                    |
| 161,400                          | 168,900 | 177,496 |  | Duty Travel (New Item)                         |  | 77,000      | 82,000    | (5,000)              |
|                                  |         |         |  | Programme/Activity Costs                       |  | 191,800     | 206,800   | (15,000)             |
|                                  |         |         |  | Total                                          |  |             |           |                      |
| 7400 YOUTH AND ADULT EDUCATION   |         |         |  |                                                |  |             |           |                      |
| 46,500                           | 44,000  | 49,840  |  | 7401 Training for Youth and Community Workers  |  | 49,300      | 49,300    | 0                    |
| 16,000                           | 16,000  | 16,144  |  | Salaries                                       |  | 11,000      | 11,000    | 0                    |
| 32,000                           | 32,000  | 32,998  |  | Duty Travel                                    |  | 32,000      | 37,000    | (5,000)              |
| 94,500                           | 92,000  | 98,982  |  | Programme/Activity Costs                       |  | 92,300      | 147,300   | (55,000)             |
| 12,000                           | 12,000  | 3,596   |  | Total                                          |  | 12,000      | 12,000    | 0                    |
|                                  |         |         |  | 7402 Pacific Youth Council (Youthlink)         |  |             |           |                      |
| 106,500                          | 94,000  | 102,568 |  | Total Youth & Adult Education                  |  | 104,300     | 159,300   | (55,000)             |
| 937,000                          | 940,500 | 934,027 |  | TOTAL HEAD VIII - COMMUNITY EDUCATION SERVICES |  | 1,130,700   | 1,212,700 | (82,000)             |
| HEAD VIII - INFORMATION SERVICES |         |         |  |                                                |  |             |           |                      |
| LIBRARY SERVICES                 |         |         |  |                                                |  |             |           |                      |
| 107,500                          | 103,000 | 99,109  |  | 8001 Library Salaries & Allowances             |  | 116,900     | 116,900   | 0                    |
| 17,500                           | 17,500  | 17,948  |  | 8002 Library Purchases                         |  | 18,000      | 17,000    | 1,000                |
| 1,500                            | 1,500   | 1,365   |  | 8003 Duty Travel (New Item)                    |  | 2,000       | 3,000     | (1,000)              |
| 125,000                          | 122,000 | 118,422 |  | Total Library                                  |  | 136,900     | 136,900   | 0                    |



| 1990 Budget<br>Original | 1990 Budget<br>Revised | Actual    | REVISED CORE BUDGET FOR 1991                                       | 1991 Budget<br>Approved | 1991 Budget<br>Revised | Surplus<br>(Deficit) |
|-------------------------|------------------------|-----------|--------------------------------------------------------------------|-------------------------|------------------------|----------------------|
| 220,500                 | 240,000                | 281,460   | <u>PUBLICATIONS</u>                                                | 314,400                 | 314,400                | 0                    |
|                         |                        | 0         | 8010 Publications - Salaries & Allowances                          | 2,000                   | 2,000                  | 0                    |
|                         |                        |           | Duty Travel                                                        |                         |                        |                      |
| 33,000                  | 33,000                 | 25,518    | 8011 Document Production and Distribution                          | 33,000                  | 33,000                 | 0                    |
| 8,000                   | 8,000                  | 8,867     | Printing Paper and Supplies                                        | 8,000                   | 9,000                  | (1,000)              |
| 2,000                   | 2,000                  | 1,590     | Outside Printing                                                   | 3,000                   | 3,000                  | 0                    |
| 43,000                  | 43,000                 | 35,975    | Stationery and Computer Supplies                                   | 44,000                  | 45,000                 | (1,000)              |
|                         |                        |           | Total                                                              |                         |                        |                      |
| 6,000                   | 11,000                 | 8,000     | 8012 Equipment, Spare Parts and Maintenance                        | 7,000                   | 7,000                  | 0                    |
| 269,500                 | 294,000                | 325,435   | Total Publications                                                 | 367,400                 | 368,400                | (1,000)              |
|                         |                        |           | <u>COMPUTER SERVICES</u>                                           |                         |                        |                      |
| 48,500                  | 48,500                 | 65,993    | 8013 Computer Processing Services                                  | 54,300                  | 41,300                 | 13,000               |
|                         |                        |           | <u>INTERPRETATION AND TRANSLATION</u>                              |                         |                        |                      |
| 455,500                 | 495,000                | 522,000   | 8014 Interpretation & Translation - Salaries & Allowances          | 606,400                 | 606,400                | 0                    |
| 898,500                 | 959,500                | 1,031,870 | TOTAL HEAD VIII - INFORMATION SERVICES                             | 1,165,000               | 1,153,000              | 12,000               |
|                         |                        |           | <u>HEAD IX - REGIONAL CONSULTATIONS</u>                            |                         |                        |                      |
|                         |                        |           | <u>9000 REGIONAL CONSULTATIONS</u>                                 |                         |                        |                      |
| 135,000                 | 135,000                | 140,068   | 9001 South Pacific Conference                                      | 150,000                 | 150,000                | 0                    |
| 40,000                  | 40,000                 | 40,138    | 9002 Committee of Representatives of Governments & Administrations | 50,000                  | 50,000                 | 0                    |
| 10,000                  | 10,000                 | 5,877     | 9003 Inter-organisation Consultations for Funding of Programmes    | 10,000                  | 10,000                 | 0                    |
| 25,000                  | 25,000                 | 20,123    | 9004 Evaluation of SPC Programmes                                  | 30,000                  | 0                      | 30,000               |
| 210,000                 | 210,000                | 206,206   | TOTAL HEAD IX - REGIONAL CONSULTATIONS                             | 240,000                 | 210,000                | 30,000               |

| 1990 Budget<br>Original | 1990 Budget<br>Revised | Actual        | REVISED CORE BUDGET FOR 1991                                             | 1991 Budget<br>Approved | 1991 Budget<br>Revised | Surplus<br>(Deficit) |
|-------------------------|------------------------|---------------|--------------------------------------------------------------------------|-------------------------|------------------------|----------------------|
|                         |                        |               | <b>HEAD X - AWARDS AND GRANTS</b>                                        |                         |                        |                      |
|                         | 25,000                 | 17,863        | <b>10000 SHORT-TERM EXPERTS/SPECIALISTS' SERVICES</b>                    |                         |                        | 0                    |
|                         |                        |               | 10001 Short-term Experts' and Specialists' Services                      |                         |                        |                      |
|                         |                        |               | <b>10100 ASSISTANCE TO APPLIED RESEARCH, EXPERIMENTS &amp; FIELDWORK</b> |                         |                        | 0                    |
| 20,000                  | 20,000                 | 11,420        | 10101 Provision for General Assistance                                   | 20,000                  | 20,000                 |                      |
|                         |                        |               | <b>10200 INTER-COUNTRY STUDY VISITS AND TRAVEL GRANTS</b>                |                         |                        | 0                    |
| 40,000                  | 35,000                 | 20,101        | 10201 Inter-country Study Visits                                         | 20,000                  | 20,000                 |                      |
| 20,000                  | 20,000                 | 17,102        | 10202 Travel Grants - SPC Meetings and Courses                           | 10,000                  | 10,000                 |                      |
|                         |                        |               | 10204 Funds for Regional Travel - Student Training                       |                         |                        | 0                    |
| <b>80,000</b>           | <b>100,000</b>         | <b>66,486</b> | <b>TOTAL HEAD X - AWARDS AND GRANTS</b>                                  | <b>50,000</b>           | <b>50,000</b>          | <b>0</b>             |

| 1990 Budget<br>Original | 1990 Budget<br>Revised | Actual  | REVISED CORE BUDGET FOR 1991                                                                                      | 1991 Budget<br>Approved | 1991 Budget<br>Revised | Surplus<br>(Deficit) |
|-------------------------|------------------------|---------|-------------------------------------------------------------------------------------------------------------------|-------------------------|------------------------|----------------------|
|                         |                        |         | <u>HEAD XI - CULTURAL CONSERVATION &amp; EXCHANGE</u>                                                             |                         |                        |                      |
|                         |                        |         | <u>11000 CULTURAL CONSERVATION &amp; EXCHANGE</u>                                                                 |                         |                        |                      |
|                         |                        |         | 11001 Festival of Pacific Arts:<br>(a) Grants-in-Aid<br>(b) Grants for Emoluments and Travel of Festival Director | 10,000                  | 10,000                 | 0                    |
|                         |                        |         | 11002 Meeting of Council of Pacific Arts                                                                          |                         |                        |                      |
|                         |                        |         | 11003 Grants-in-Aid of Cultural D'ment & Conservation of Traditional Practices                                    |                         |                        |                      |
|                         |                        |         | 11004 Reg. Programme for Safeguard of Cultural Heritage of Pacific Region                                         |                         |                        |                      |
| 0                       | 0                      |         | <u>TOTAL 11000 CULTURAL CONSERVATION AND EXCHANGE</u>                                                             | 10,000                  | 10,000                 | 0                    |
|                         |                        |         | <u>HEAD XII - PROPERTY AND OFFICE SERVICES</u>                                                                    |                         |                        |                      |
|                         |                        |         | <u>12000 PROPERTY AND OFFICE SERVICES</u>                                                                         |                         |                        |                      |
| 744,000                 | 790,000                | 867,254 | 12001 Salaries and Allowances                                                                                     | 803,000                 | 873,000                | (70,000)             |
| 2,000                   | 4,200                  | 4,628   | 12003 Duty Travel                                                                                                 | 2,000                   | 2,000                  | 0                    |
|                         |                        | 0       | 12004 Conditions of Service Review                                                                                |                         |                        |                      |
| 746,000                 | 794,200                | 871,882 | <u>TOTAL HEAD XII - PROPERTY &amp; OFFICE SERVICES</u>                                                            | 805,000                 | 875,000                | (70,000)             |

| 1990 Budget<br>Original | 1990 Budget<br>Revised | Actual  | REVISED CORE BUDGET FOR 1991                               | 1991 Budget<br>Approved | 1991 Budget<br>Revised | Surplus<br>(Deficit) |
|-------------------------|------------------------|---------|------------------------------------------------------------|-------------------------|------------------------|----------------------|
|                         |                        |         | <b>HEAD XIII - FINANCE OFFICE</b>                          |                         |                        |                      |
|                         |                        |         | <b>13000 FINANCE OFFICE</b>                                |                         |                        |                      |
| 243,500                 | 285,000                | 313,137 | 13001 Salaries and Allowances                              | 258,500                 | 258,500                | 0                    |
| 12,000                  | 12,000                 | 5,757   | 13003 Bank Charges and Interest on Overdraft               | 15,000                  | 5,000                  | 10,000               |
|                         |                        |         | 13004 Exchange Fluctuations (see Item 15002)               |                         |                        |                      |
| 5,000                   | 5,000                  | 11,257  | 13005 Computer Maintenance, Supplies and Software Upgrades | 5,000                   | 5,000                  | 0                    |
| 35,000                  | 35,000                 | 33,585  | 13006 Audit Fees                                           | 40,000                  | 40,000                 | 0                    |
| 6,000                   | 8,000                  | 7,405   | 13007 Day Travel                                           | 8,000                   | 8,000                  | 0                    |
| 301,500                 | 34,000                 | 371,141 | <b>TOTAL HEAD XIII - FINANCE OFFICE</b>                    | 326,500                 | 316,500                | 10,000               |



| 1990 Budget<br>Original           | 1990 Budget<br>Revised | Actual  | REVISED CORE BUDGET FOR 1991                              | 1991 Budget<br>Approved | 1991 Budget<br>Revised | Surplus<br>(Deficit) |
|-----------------------------------|------------------------|---------|-----------------------------------------------------------|-------------------------|------------------------|----------------------|
| <b>HEAD XIV - COMMON SERVICES</b> |                        |         |                                                           |                         |                        |                      |
| <b>14000 COMMON SERVICES</b>      |                        |         |                                                           |                         |                        |                      |
| 60,000                            | 60,000                 | 67,635  | 14001 Telephone Services (including Peacesat 5,000 units) | 68,000                  | 48,000                 | 20,000               |
| 60,000                            | 80,000                 | 59,325  | 14002 Cable, Telex and Fax Services                       | 63,000                  | 43,000                 | 20,000               |
| 30,000                            | 25,000                 | 29,069  | 14003 Postage & Freight                                   | 31,000                  | 31,000                 | 0                    |
| 12,000                            | 12,000                 | 13,812  | Postage and Freight                                       | 12,500                  | 12,500                 | 0                    |
| 42,000                            | 37,000                 | 42,881  | Postage on Items from Printery (Prev. Item 8011)          | 43,500                  | 43,500                 | 0                    |
| 35,000                            | 35,000                 | 27,160  | Total                                                     | 38,000                  | 38,000                 | 0                    |
| 0                                 | 0                      | 0       | 14004 Stationery                                          | 500                     | 500                    | 0                    |
| 500                               | 500                    | 1,049   | 14006 Official Entertainment (see Item 1003)              | 15,000                  | 15,000                 | 0                    |
| 25,000                            | 35,000                 | 36,976  | 14008 Advertising                                         | 15,000                  | 15,000                 | 0                    |
| 13,000                            | 13,000                 | 11,268  | 14009 Transport                                           | 0                       | 0                      | 0                    |
| 38,000                            | 48,000                 | 48,244  | (a) Purchase of Vehicles                                  | 0                       | 0                      | 0                    |
| 3,000                             | 10,000                 | 15,892  | (b) Operation and Maintenance of Vehicles                 | 15,000                  | 15,000                 | 0                    |
| 35,000                            | 45,000                 | 117,400 | Total                                                     | 15,000                  | 15,000                 | 0                    |
| 45,000                            | 45,000                 | 57,264  | 14010 Office Buildings and Grounds - Headquarters         | 3,000                   | 3,000                  | 0                    |
| 5,000                             | 11,000                 | 10,957  | (a) Secretary General's, Apartment - Furniture & Repairs  | 36,000                  | 54,500                 | (18,500)             |
| 88,000                            | 111,000                | 202,813 | (b) Renovations to Headquarters Building                  | 50,000                  | 50,000                 | 0                    |
|                                   |                        |         | (c) General Maintenance and Improvements                  | 6,000                   | 6,000                  | 0                    |
|                                   |                        |         | (d) Electricity and Water                                 | 95,000                  | 113,500                | (18,500)             |
|                                   |                        |         | (e) Insurance                                             |                         |                        |                      |
|                                   |                        |         | Total                                                     |                         |                        |                      |

| 1990 Budget<br>Original | 1990 Budget<br>Revised | Actual  | REVISED CORE BUDGET FOR 1991                             | 1991 Budget<br>Approved | 1991 Budget<br>Revised | Surplus<br>(Deficit) |
|-------------------------|------------------------|---------|----------------------------------------------------------|-------------------------|------------------------|----------------------|
| 25,000                  | 45,000                 | 30,344  | 14011 Office Furniture and Equipment                     | 15,000                  | 30,500                 | (15,500)             |
| 18,000                  | 10,000                 | 11,905  | (a) Replacements and Additions                           | 20,000                  | 11,500                 | 8,500                |
| 10,000                  | 4,000                  | 0       | (b) Repairs and Maintenance                              | 10,000                  | 10,000                 | 0                    |
| 6,000                   | 16,000                 | 13,400  | (c) Insurance                                            | 10,000                  | 23,000                 | (13,000)             |
| 59,000                  | 75,000                 | 55,649  | (d) Computer Systems                                     | 55,000                  | 75,000                 | (20,000)             |
|                         |                        |         | Total                                                    |                         |                        |                      |
| 37,000                  | 57,000                 | 43,974  | 14012 Rented Dwellings                                   | 30,000                  | 65,000                 | 35,000               |
| 8,000                   | 8,000                  | 7,665   | (a) New and Replacement Furniture & Equipment            | 25,000                  | 14,500                 | 10,500               |
| 3,000                   | 3,000                  | 3,671   | (b) Repairs and Maintenance                              | 3,000                   | 3,000                  | 0                    |
| 48,000                  | 68,000                 | 55,310  | (c) Insurance                                            | 58,000                  | 82,500                 | (24,500)             |
|                         |                        |         | Total                                                    |                         |                        |                      |
|                         |                        |         | 14013 Medical Benefits Scheme (see item 15003)           |                         |                        |                      |
| 430,500                 | 514,500                | 559,266 | TOTAL HEAD XIV - COMMON SERVICES                         | 436,000                 | 459,000                | (23,000)             |
|                         |                        |         |                                                          |                         |                        |                      |
|                         |                        |         | HEAD XV - RESERVE FUNDS & PROVISIONS                     |                         |                        |                      |
|                         |                        |         | 15000 RESERVE FUNDS and PROVISIONS                       |                         |                        |                      |
|                         |                        |         | 15001 General Reserve Fund                               |                         |                        |                      |
| 20,000                  | 20,000                 | 20,000  | 15002 Exchange Fluctuation Reserve (previous item 15004) | 0                       | 0                      | 0                    |
| 50,000                  | 50,000                 | 50,000  | 15003 Medical Benefits Scheme (previous item 14013)      | 50,000                  | 50,000                 | 0                    |
| 70,000                  | 70,000                 | 70,000  | TOTAL HEAD XV - RESERVE FUNDS & PROVISIONS               | 50,000                  | 50,000                 | 0                    |





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***WORKING PAPER 14***

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***First Pacific Islands Environmental Health Conference:***

***Mobilising Resources for Effective***

***Environmental Health Programmes***

**RESTRICTED**

**SPC/CRGA.15/WP.14 (Closed Session)  
29 August 1991**

**ORIGINAL: ENGLISH**

**SOUTH PACIFIC COMMISSION  
FIFTEENTH MEETING OF THE  
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS  
(Nuku'alofa, Tonga, 22 - 25 October 1991)**

**FIRST PACIFIC ISLANDS ENVIRONMENTAL HEALTH CONFERENCE: MOBILISING  
RESOURCES FOR EFFECTIVE ENVIRONMENTAL HEALTH PROGRAMMES  
(Paper presented by the Secretariat)**

**Purpose of Paper**

1. This paper sets out to brief the Committee on the outcome of the First Pacific Islands Environmental Health Conference for senior environmental health officers and to seek endorsement of recommendations made.

**Background**

2. The Thirtieth South Pacific Conference approved holding the Conference on Environmental Health in 1991. The theme of this First Conference was "Mobilising Resources for Effective Environmental Health". This theme was in response to the recommendation of the Twelfth Regional Conference of Permanent Heads of Health Services and requests from member countries to assist environmental health programmes to be more effective and efficient. The Conference was held at SPC headquarters in Noumea, New Caledonia from 19-23 August 1991.

3. The meeting was well attended by representatives from seventeen island member governments and administrations (Unfortunately two more were unable to attend due to circumstances beyond their control). Other institutions, non-governmental and aid organisations, and resource people attended.

4. The Conference was very successful, productive and fulfilled the objectives set for the Conference. These were to:

- Provide a regional forum for senior Pacific Island officials and relevant organisations to discuss those environmental health issues and problems that confront them.
- Assist participants to consider national environmental health programme goals.
- Permit participants to understand the strengths and roles of relevant organisations, and thus promote greater cooperation and facilitate the avoidance of wasteful duplication of effort.
- Encourage a more holistic approach to environmental health by sharing knowledge, experiences, and perspectives on mutual problems.
- Promote greater community involvement in environmental health.

5. During country presentations, discussion groups, and discourse in plenary sessions the variety, and breadth of environmental health problems that faced member countries were described. Despite the many different aspects of the problems that confronted different countries (related to demographic, social, economic, cultural and topographical differences), there were many areas of communality. In fact, it was a feature of the Conference that participants gained knowledge, insight and benefit from other participants, often those from very different cultural and linguistic backgrounds.

6. Another major facet of the Conference was the realisation that many environmental health problems, which superficially appeared to be relatively straightforward and simple, had crucial components that were complex, and which needed to be addressed successfully for effective resolution of the overall problem.

7. In discussion, and then in the development of recommendations country representatives stressed the important role of SPC and other regional organisations in assisting and collaborating with member countries to:

- Strengthen environmental health information systems.
- Establish vector control policies and programmes.
- Develop and strengthen appropriate environmental health training.
- Review, strengthen and enact appropriate environmental health legislation.
- Prepare guidelines on minimum standards and parameters for environmental health.
- Promote and improve the knowledge of all people about environmental health matters.
- Facilitate and promote, a more multi-disciplinary approach to environmental health projects, and the use of appropriate technology and community participation.

**Recommendation**

8. CRGA 15 is invited to:
- (a) note the paper;
  - (b) recommend to the Thirty-first South Pacific Conference that it endorses the recommendations of the First Pacific Island Environmental Health Conference (listed at Annex 1), and
  - (c) that a second Environmental Health Conference be held in two years time subject to availability of funds.
-

## RECOMMENDATIONS

The First Pacific Islands Environmental Health Conference recommended; in particular after discussing the areas of vector control, environmental health management, water supply and sanitation, solid waste disposal, and food safety; that:

1. Member countries, with the assistance of SPC, WHO, and other regional organisations strengthen their information systems to:

- (a) Detect trends in environmental health-related diseases and accidents;
- (b) Improve the prompt identification and notification of communicable diseases in particular notification of epidemics;
- (c) Develop and strengthen regional indicators for environmental health and its risk factors;
- (d) Strengthen in-country capability to collect and use local data sources for the management of environmental health projects.

2. Member countries, in collaboration with SPC, WHO and other regional organisations, establish vector control policies and programmes, including:

- (a) A regional standard for disinsection of arriving aircrafts and ships;
- (b) Destruction of mosquito breeding-sites up to 200 metres around settlements;
- (c) Identification of vectors' and their susceptibility to insecticides;
- (d) Provision of short, practical training courses on vector biology and control;
- (e) development of national contingency plans for epidemics or increased environmental health risk.

**3. Member countries, in collaboration with SPC, WHO, teaching institutions and other regional organisations:**

- (a) Develop and strengthen appropriate environmental health training, including, but not limited to vector control, solid waste, food safety, water supply and sanitation, management, communication, epidemiology, and other human and conceptual skills needed for programme management;
- (b) Co-ordinate training provisions across the region to ensure that the standards and curricula for environmental health staff training are common. In particular, steps should be taken to harmonise courses given in the French- and English- speaking countries in the Pacific;
- (c) Develop and strengthen post-graduate courses in management, planning and health economics for environmental health staff;
- (d) Encourage and provide resources for the training of local staff.

- 4.**
- (a) Member countries, with assistance from SPC and other regional agencies, review, strengthen and enact appropriate environmental health legislation;
  - (b) Member countries, with assistance from SPC and other regional agencies, formulate review and strengthen plans on environmental health matters.

**5. In view of the diversity of conditions and capabilities to maintain environmental health standards in the Pacific, the Conference recommended that:**

- (a) SPC, in collaboration with WHO, prepare guidelines on minimum standards or parameters for environmental health;
- (b) Member countries use these guidelines (amended as appropriate) to set their own standards;
- (c) SPC facilitate and encourage member countries to utilise Codex Alimentarius guidelines in the development of national standards for food.

**6. The South Pacific Commission and other regional agencies:**

- (a) Encourage consumer education, and the exchange of information among member countries;
- (b) Endorse and promote the production and consumption of local food without creating additional environmental health risks.

7. In recognition of the fact that environmental health and environmental issues have much in common:

- (a) SPC, SPREP and other regional agencies continue to collaborate closely for the maintenance of in-country and regional environmental quality;
- (b) Governments improve inter-departmental co-operation to ensure that environmental health staff are closely involved in the management of environmental quality;
- (c) Member countries, SPC and other regional organisations promote environmental health considerations and the involvement of environmental health staff in all development planning activities;
- (d) Member countries form a multi-sectorial committee with members from government, NGO and community to assist in policy development, planning, and implementation of environmental in health activities.

8. Member countries, in collaboration with SPC, WHO and other regional agencies:

- (a) Undertake activities to update and improve the knowledge of policy makers and politicians about current environmental health issues;
- (b) Perform community education to enhance direct active community involvement, in particular women and youth groups, in the planning and implementation of environmental health programmes;
- (c) Develop school curricula to promote environmental health;
- (d) Use multi-disciplinary teams, including social scientists, in environmental health project planning and implementation.

9. Member countries, in collaboration with SPC and regional organisations:

- (a) Standardise within countries the equipment and materials used for environmental health activities;
- (b) Promote the use of appropriate technology and community participation, in particular women and youth, in environmental health.

10. Member countries, in collaboration with SPC and other regional organisations, encourage and support USP and other regional and national institutions to:

- (a) Improve the capacity of regional environmental health laboratories;
- (b) Develop arrangements for monitoring pesticide residues, food quality and additives and water quality.





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***WORKING PAPER 15***

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***Immigration Officers Seminar:  
Pacific Island Countries - An Update***



RESTRICTED

SPC/CRGA.15/WP.15/(Closed session)  
4 September 1991

ORIGINAL: ENGLISH

SOUTH PACIFIC COMMISSION

FIFTEENTH MEETING OF THE  
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS  
(Nuku'alofa, Tonga, 22-25 October 1991)

IMMIGRATION OFFICERS SEMINAR: PACIFIC ISLAND COUNTRIES - AN UPDATE  
(Paper presented by the Secretariat)

**Background**

1. A Working Paper by the Cook Islands containing a proposal for an Immigration Officers seminar was submitted to the Eighth Meeting of the Committee of Representatives of Governments and Administrations held at Noumea, New Caledonia, 8-9 October, 1987 (SPC/CRGA 8/WP.9).

2. This proposal was approved by the 27th South Pacific Conference and included in the SPC Work Programme, Item 6202. The SPC Secretariat was instructed to coordinate the seminar and seek extra-budgetary funding for it.

**Objectives**

3. The specific objectives of the Seminar as outlined in the Working Paper are as follows:

(a) To give each Pacific Island country the opportunity to discuss its immigration problems with neighbouring countries;

(b) To create and establish a Pacific Island Immigration Communication System;

(c) To create a closer and more efficient working relationship between Pacific Island countries on Immigration matters.

4. The Cook Islands offered to host the seminar in 1988 but has since requested that it be held at SPC Headquarters.

5. It is estimated that a total of 100,000 units would be required to conduct the seminar. To date a contribution of 20,000 units has been received from the Government of New Zealand.

6. The Secretariat has been unsuccessful in obtaining additional funding from any other sources, resulting in the deferral of the activity since 1988.

7. Several Island countries have made enquiries pertaining to the timing of the seminar. Unfortunately, the Secretariat has had to keep informing countries that the activity cannot be organised due to lack of funding.

8. The Secretariat believes that the chances of securing extra-budgetary funding for this activity from traditional donors are not good. Donors seem more willing to support activities which include a significant training or human resources development component.

9. The Secretariat, therefore, wishes to propose to CRGA that the Secretariat prepare a modified proposal which will include components on creating awareness of migration (both internal and international) and development issues, and also on training of local immigration personnel matters which include the collection, processing, dissemination and utilisation of migration information for the formulation of policies for strategic national development.

10. This proposal will place less emphasis on the operational aspects of immigration and policies pertaining to immigration and entry control.

#### Recommendation

11. It is recommended that CRGA consider the Secretariat's suggestion that a modified proposal for a Pacific Islands Immigration Seminar be developed.

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***WORKING PAPER 16***

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***Administrative Support to the  
Coastal Fisheries Programme***

**RESTRICTED**

SPC/CRGA 15/WP.16 (Closed Session)  
11 September 1991

ORIGINAL: ENGLISH

**SOUTH PACIFIC COMMISSION**

**FIFTEENTH MEETING OF THE COMMITTEE OF REPRESENTATIVES OF  
GOVERNMENTS AND ADMINISTRATIONS  
(Nuku'alofa, Kingdom of Tonga, 22—25 October 1991)**

**ADMINISTRATIVE SUPPORT TO THE COASTAL FISHERIES PROGRAMME  
(Paper presented by the Secretariat)**

**BACKGROUND**

1. The SPC Fisheries Programme is divided into two parts, the Coastal Fisheries Programme (CFP) and the Tuna and Billfish Assessment Programme (TBAP), both of which operate under the supervision of the Fisheries Coordinator.
2. The CFP consists of five major projects, as follows:
  - Deep Sea Fisheries Development Project (DSFDP)
  - Regional Fisheries Training Project (RFTP)
  - Fish Handling and Processing Project (FHPP)
  - Inshore Fisheries Research Project (IFRP)
  - Fisheries Information Project (FIP).
3. Two projects incorporate sub-projects: the Fishing Gear Development sub-project is an element of the DSFDP, while the Women in Fisheries sub-project, given its orientation towards fish handling and processing areas, operates within the FHPP.



4. The CFP staff establishment presently consists of 14 approved professional positions and three Project Assistant (PA) positions, as follows:

|          |                                                            |
|----------|------------------------------------------------------------|
| CFPM     | Coastal Fisheries Programme Manager                        |
| FDO      | Fisheries Development Officer                              |
| PFA      | Post-Harvest Fisheries Adviser                             |
| FETA     | Fisheries Education and Training Adviser                   |
| SIFS     | Senior Inshore Fisheries Scientist                         |
| IFS      | Inshore Fisheries Scientist                                |
| FIO      | Fisheries Information Officer                              |
| FDA      | Fisheries Development Associate                            |
| WFPO     | Women's Fisheries Programme Officer                        |
| FTA      | Fisheries Training Associate                               |
| MF       | Master Fisherman                                           |
| MF       | Master Fisherman                                           |
| MF       | Master Fisherman                                           |
| MF       | Master Fisherman                                           |
| PA/DSFDP | Project Assistant (Deep Sea Fisheries Development Project) |
| PA/IFRP  | Project Assistant (Inshore Fisheries Research Project)     |
| PA/FTP   | Project Assistant (Fisheries Training Project)             |

5. Only the DSFDP receives substantial core budget funding, in the form of four salaries. A major part of its funding is nevertheless derived from extra-budgetary sources. The RFTP receives a small annual allocation from core budget but is otherwise entirely extra-budgetary funded. All other components of the CFP are entirely funded from extra-budgetary sources.

#### **PROPOSAL FOR THE CREATION OF TWO PROJECT ASSISTANT POSITIONS**

6. A certain level of administrative support is necessary for all XB projects in order to allow staff to function effectively. In developing extra-budgetary funded projects, the Commission recognises the need to include provision for administrative and secretarial support wherever possible. This is necessary to avoid overburdening the common services with additional work when new extra-budgetary activities are undertaken.

7. The Secretariat has been successful in securing extra-budgetary funding for administrative support to three CFP projects, the DSFDP, RFTP and IFRP. Each of these provides for a dedicated XB-funded Project Assistant who performs secretarial and administrative functions on behalf of 3 or 4 professional/ technical staff. The post of Secretary to the Fisheries Coordinator is also funded from extra-budgetary sources.

8. Two CFP projects, the FHPP and FIP, remain without this level of administrative support. In both cases this results in the more highly paid professional staff being obliged to spend an excessive amount of time on necessary but routine administrative matters and, as a result, lowered project output.

9. To maximise efficiency and cost-effectiveness, it is necessary to increase the level of administrative support to the CFP by the establishment of two extra-budgetary Project Assistant positions, Project Assistant/Fish Handling and Processing Project (PA/FHPP) and Project Assistant/Fisheries Information Project (PA/FIP). Recruitment to both of these posts will be contingent upon the Secretariat securing the necessary XB funding support.

10. The post of PA/FHPP is considered to be the most urgent. This post is expected to provide support to three professional staff: the Post Harvest Fisheries Adviser, the Women's Fisheries Programme Officer and the Fisheries Development Associate. The first of these posts has previously relied on administrative assistance from Project Assistant/ Deep Sea Fisheries Development Project (PA/DSFDP), but this situation is proving less workable as both the DSFDP and the FHPP project activities become more complex. The latter two posts were approved by the Thirtieth (1990) South Pacific Conference following recommendations from the 22nd (1990) Regional Technical Meeting on Fisheries. Both posts were filled for the first time in June 1991. As both officers are establishing new programme activities, it is essential that an appropriate level of administrative support be provided.

11. In anticipation of this need, provision for administrative support on a shared basis was included in the budgets for both the Fisheries Development Associate and Womens Fisheries Officer positions. There are thus adequate funds to enable the recruitment of the PA/FHPP post immediately, subject to approval by CRGA and Conference. Funding for the PA/FIP post, if approved, would be incorporated into future funding approaches.

12. Provision for office accommodation, furniture, etc can be made within the area now occupied by the CFP. This office space will become available following the relocation of the South Pacific Regional Environment Programme at the end of 1991.

#### **RECOMMENDED ACTION**

13. The Committee is invited to recommend to the Thirty-first South Pacific Conference the creation of the positions of Project Assistant (Fish Handling and Processing Project) and Project Assistant (Fisheries Information Project) both of which are to be funded from extra-budgetary sources.

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***WORKING PAPER 17***

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***Official Vehicles***

*Wm*  
*millie*

**RESTRICTED**

SPC/CRGA 15/WP.17 (Closed Session)  
20 August 1991

ORIGINAL: ENGLISH

**SOUTH PACIFIC COMMISSION**

**FIFTEENTH MEETING OF THE COMMITTEE OF REPRESENTATIVES  
OF GOVERNMENTS AND ADMINISTRATIONS  
(Nuku'alofa, Kingdom of Tonga, 22 — 25 October 1991)**

**OFFICIAL VEHICLES  
(Paper presented by the Secretariat)**

**BACKGROUND**

1. In 1976 the South Pacific Commission, Noumea, had a fleet of 5 official vehicles comprising:
  - a Citroën DS 21 - the Secretary-General's vehicle,
  - a Peugeot 504, passenger transport,
  - a Renault R4 Mini-van,
  - a VW Combi Van, and
  - a Citroën Truck for repairs and maintenance.
2. The SPC's Noumea official vehicle fleet currently comprises:
  - a Peugeot 605 - Secretary-General's vehicle,
  - a Peugeot 505 - passenger transport,
  - a Peugeot 504, utility - general maintenance work.
3. This brings the SPC's Noumea official vehicle fleet to a total of 3.
4. In addition, the SPC's Suva vehicle fleet comprises one Renault 22-seat Mini bus for the CETC at Narere and one Toyota Cressida station wagon general-purpose vehicle for the Nabua complex.
5. In 1987, the South Pacific Conference approved the creation of a number of new positions including those of Plumber, Shipping and Receiving Clerk and Procurement Officer.



6. All these members of staff have regular need of transport in order to carry out their various functions:

- the Plumber to effect repairs at the SPC's housing at Mont Coffyn and throughout Noumea in the various residences leased by the South Pacific Commission;
- the Shipping and Receiving Clerk to obtain custom clearances and to deal with shipping agencies;
- the Procurement Officer to carry out purchases and for parcel pick-up and despatch at the Post Office,

7. Because of the chronic shortage of vehicles at SPC Headquarters, these staff members are all required to make frequent use of their own vehicles. Whilst a mileage allowances is payable, the paper work associated with constantly claiming such mileage allowances is a tedious burden on top of what are already busy positions. Staff of other sections and Programmes are likewise inconvenienced in performing their duties because of the lack of transport. Furthermore, it should not be expected that staff members regularly have their own personal vehicles available in order for them to perform their duties.

8. The Secretariat therefore sought the agreement of CRGA 14 to increase the SPC's Noumea vehicle fleet by one vehicle, which would bring the fleet to one less than the number of vehicles operated in 1976.

9. It was hoped that XB funding might be made available for the purchase of this vehicle. If, however, XB funding was not forthcoming in the meantime, the Secretariat proposed that the purchase of the additional vehicle be included in the Core Budget for 1993.

10. During the discussion of this matter by CRGA 14 (paragraph 175 of its Report) concerns were raised by various countries relating to the need for the Secretariat to:

- (a) Provide some form of detailed cost-benefit analysis of the proposal to increase the SPC's Noumea vehicle fleet by one vehicle;
- (b) Consider fully the running costs and other associated costs of the proposal;
- (c) Consider simplifying the procedures for claiming mileage allowance; and
- (d) Take into consideration relevant factors such as the new autonomy of SPREP and SPREP's intention to acquire its own vehicle, as well as the move of the Tropical Agriculturalist to Fiji, and their impact on the need for a new SPC vehicle.



11. The Committee agreed to defer consideration of this proposal to the Fifteenth CRGA Meeting, to be held in October 1991, and directed the Secretariat to prepare a detailed working paper taking into consideration the concerns outlined and the views of the Management Systems Review in this connection.

#### PRESENT POSITION

12. The cost of a new vehicle have been estimated as follows:

|                                                                   |                  |
|-------------------------------------------------------------------|------------------|
| Purchase Price                                                    | 18,000 CFP units |
| Annual Running Costs<br>(assuming an annual mileage of 20,000 km) | 1,200 CFP units  |
| Annual Petrol Costs                                               | 1,300 CFP units  |
| Comprehensive Insurance                                           | 500 CFP units    |

13. The quantifiable costs of requiring staff to use their own vehicles as on alternative are:

|                                        |                 |
|----------------------------------------|-----------------|
| Mileage Allowance for the same mileage | 9,000 CFP units |
|----------------------------------------|-----------------|

14. However, there are a number of unquantifiable costs to be taken into account.

(a) None of the programme staff are required to make their private vehicles available to carry out their functions. It is unreasonable to expect support staff to continue to make their private vehicles to be able to carry out their jobs.

(b) Most support staff, because of the high cost of vehicle insurance, only have their vehicles insured for third party insurance. The driver is not insured, nor is the vehicle insured. To reimburse staff for the difference between third party insurance and comprehensive insurance would cost in the order of 500 CFP units per staff vehicle.

15. With the current shortage of vehicles, it is almost impossible to schedule staff activities around the availability of vehicles. As a result, staff are required to occupy their time with lesser priority activities. An additional vehicle would greatly improve the efficiency of the Maintenance Team, Procurement Officer and Shipping and Receiving Clerk.

16. The current system for the claiming mileage allowance has already been simplified as much as is possible. Nevertheless it does require the staff member concerned being out-of-pocket until they are reimbursed at the end of the monthly pay cycle. Immediate reimbursement would generate unreasonable amounts of paper work for the amounts involved.

17. Furthermore some staff, who have vehicles with faulty milometers, are unable to claim reimbursement as the allowance is based on actual kilometers travelled.



18. The autonomy of SPREP and the move of the Tropical Agriculturalist to Fiji do not directly affect the need for an additional vehicle. The vehicle is required by the support services group which services all of the staff based in Noumea, rather than being available to individual programmes or programme officers.

19. The request is to increase the vehicle fleet by one, bringing the fleet to one less than the number of vehicles in 1976. The number of staff employed by the Commission at that time was seventy. There are currently 136 staff based in Noumea.

#### ACTION

20. The Secretariat again requests an increase in the official vehicle fleet by one vehicle. In view of the critical shortage of vehicles the Secretariat is hopeful that XB funding will be made available for this vehicle.



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***WORKING PAPER 18***

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***Project Assistant - SPC/EC Plant***  
***Protection Project***

**RESTRICTED**

SPC/CRGA 15/WP.18 (Closed Session)  
12 September 1991

**ORIGINAL: ENGLISH**

**SOUTH PACIFIC COMMISSION**

**FIFTEENTH MEETING OF THE COMMITTEE OF REPRESENTATIVES OF  
GOVERNMENTS AND ADMINISTRATIONS  
(Nuku'alofa, Kingdom of Tonga, 22—25 October 1991)**

**PROJECT ASSISTANT - SPC/EC PLANT PROTECTION PROJECT  
(Paper presented by the Secretariat)**

**INTRODUCTION AND BACKGROUND**

1. The Pacific Plant Protection Service Feasibility Report is to be discussed at this CRGA.
2. The Report suggests that there will always be a need for a regional Plant Protection Service (PPS) although not necessarily on its present scale. It proposes that during the two five year phases of the project, national plant protection services be strengthened allowing the PPS to be reduced in size.
3. The Staff of the PPS, which presently consists of five professional officers and two support staff, will be reduced to two professional staff and four support staff.
4. The Report, however, also envisages a substantial programme in plant protection activities to help strengthen national services. The reduction in professional support and the continuing heavy workload will place a considerable extra burden on the SPC Plant Protection Officer (PPO) who will manage the project.

**DUTIES OF THE PROJECT ASSISTANT**

6. Under the direction of the PPO, the Project Assistant will be responsible for the day to day management of the PPS office, including: preparation of routine correspondence, reception of enquiries, input of technical data, maintenance of files, acting as secretary of technical meetings, provision of routine administration support of other PPS staff.

## FUNDING AND SALARY SCALE

7. The Report proposes that the EC Plant Protection Service project will cover all salary and other costs for four years, after which time the post will move onto Core Budget. Given the nature of the workload and the responsibilities of the post, appointment at the level of Step 16 - 11 (Fiji Unified Salary Scale) in the SPC Classification and Salary scale, currently FJ\$ 10,785 - FJ\$ 14,387, is considered appropriate.

## RECOMMENDED ACTION

8. CRGA is invited to recommend to the Thirty-first South Pacific Conference the establishment of a post of Project Assistant to the Plant Protection Service Project.



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***WORKING PAPER 19***

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***Project Secretary - Regional Fruit Fly Project***



**RESTRICTED**

**SPC/CRGA 15/WP. 19 (Closed Session)  
12 September 1991**

**ORIGINAL: ENGLISH**

**SOUTH PACIFIC COMMISSION**

**FIFTEENTH MEETING OF THE COMMITTEE OF REPRESENTATIVES  
OF GOVERNMENTS AND ADMINISTRATIONS**

**(Nuku'alofa, Kingdom of Tonga 22—25 October 1991)**

**PROJECT SECRETARY - REGIONAL FRUIT FLY PROJECT**

**(Paper presented by the Secretariat)**

**INTRODUCTION AND BACKGROUND**

1. The SPC/UNDP/AIDAB Regional Fruit Fly Project began in September 1990. It operates in four SPC member countries namely the Cook Islands, Fiji, Tonga and Western Samoa. The Project aims to assist island governments in finding a solution to the quarantine problems posed by fruit flies.

2. The project document identifies the need for a Project Secretary to assist the project leader with day to day administration. During the project initiation phase, partly funded by an FAO TCP project, much of the routine administration was done in collaboration with the SPC administration staff in Suva. However, the project is now centered at Koronivia Research Station, Fiji and has entered a consolidation phase requiring considerable technical inputs from the project leader. The appointment of a Project Secretary is urgently required.

**DUTIES OF THE PROJECT SECRETARY**

6. Under the direction of the Project Leader the Project Secretary will be responsible for the day to day administration of the Regional Fruit Fly Project, including the preparation of routine correspondence, input of data, maintenance of files and acting as meetings secretary.

## FUNDING AND SALARY SCALE

7. The post is only required for the duration of the Regional Fruit Fly Project which has adequate funds available. Given the nature of the workload and the responsibilities of the post, appointment at the level of Steps 16-11 (Fiji Unified Salary Scale) in the SPC Classification and Salaries scale, currently FJ\$ 10,785 to FJ\$ 14,387, is considered appropriate.

## RECOMMENDED ACTION

8. CRGA is invited to recommend to the Thirty-first South Pacific Conference, the establishment of the post of Project Secretary to the Regional Fruit Fly Project for the duration of the project.



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***WORKING PAPER 20***

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***Office Accommodation Issues***

**SOUTH PACIFIC COMMISSION**

**FIFTEENTH MEETING OF THE**  
**COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS**  
**(Nuku'alofa, Kingdom of Tonga, 22-25 October 1991)**

**OFFICE ACCOMMODATION ISSUES**  
**(Paper presented by the Secretariat)**

**BACKGROUND**

1. In its discussion of SPC/CRGA.14/WP.16, the Fourteenth CRGA considered the status of the South Pacific Commission office accommodation in Noumea and Suva. Delegates stated that reconstruction of a new Commission headquarters was the permanent solution to the Noumea accommodation problem. The CRGA noted the high cost of construction of temporary offices and requested that the Secretariat pursue a solution within the limits of available funds. CRGA also requested that the Secretariat keep it fully informed of these solutions and possible difficulties.

**DISCUSSION**

2. Since the Fourteenth CRGA (May 1991) there have been significant developments with recruitment of staff to new positions. Annex 1 of this paper shows 1991 new staff now in place, those expected to be recruited in the last half of 1991 and those envisaged in the first half of 1992.

3. Further major developments have been the co-location of the Food and Materials programme in Suva, the decision of the SPREP Intergovernmental Ministerial meeting to relocate SPREP in Apia from the beginning of 1992 and the decision to move the Fisheries Training Programme from Suva to Noumea. As a consequence of the SPREP move 6 of the 7 offices they currently occupy will become available for re-allocation. The last office will be available in mid-1992 when SPREP closes its rearguard activities. The SPREP IGM also decided not to recruit to Noumea staff in addition to those currently in place. This decision means that 17 positions previously intended for Noumea in 1991/92 will now be recruited by SPREP directly to Apia.

4. The relocation from Suva of the Fisheries Training Project sees two professional and one administrative position move from SPC Suva to Noumea. The co-location of the Food and Materials programme to Suva results in one officer (Tropical Agriculturalist) moving from Noumea to Suva.

5. The net effect of these movements is the proposed recruitment or relocation to Noumea of some 20 additional staff with 6 offices becoming vacant. Clearly, the accommodation of these staff members poses a severe problem for an already crowded Commission.

6. As reported in SPC/CRGA.14/WP.16, the Secretariat has continued to convert existing residential and storage space for office use. Due to arrivals far exceeding departures, the garage for one of the SPC vehicles has been converted to office space. Overcrowding of offices continues and the hallways are still being used for storage of files and records. Despite these innovative solutions provision of adequate office accommodation for SPC staff remains a key concern of the Secretariat.

7. Numbers of offices is not be the sole problem. Due to its age (constructed in 1945) much of the Headquarters building is in disrepair. The electricity distribution is constrained and cannot carry sufficient power leaving the Secretariat with no option but to operate this summer without any air conditioning. The US army installed water pipes have rusted through. These are not compatible to the standard Noumea sizes and fittings resulting in the need to replace the entire system. The bursting of rusted water pipes has also revealed the inadequacy of the 40 year old drainage system which floods repeatedly and requires a complete excavation and re-laying exercise. Put simply, the current headquarters is decrepit, inadequate and dangerously ill suited to the work of the South Pacific Commission.

8. The Suva based programme at the Nabua Centre namely: Food and Materials (Agriculture, Plant Protection, GTZ), Regional Media Training (Graphic Arts, Radio Broadcasting, Video) and Administration are currently accommodated in wooden buildings rented from the Fiji Government. The transfer from Noumea to Suva of the Food and Materials Programme, the implementation of SPC/GTZ Biocontrol Project, the expansion of activities by the Plant Protection Services and the Regional Media Centre have all created a need for additional staff and subsequently the need for office space to accommodate them. A critical situation exists now in providing a fire proof building to house the Plant Protection Information Services and, in the near future, the Pacific Agriculture Information Service (PAIS).

### RECOMMENDATION

9. Although the departure of SPREP at the end of the year will ease the chronic pressure on headquarters office accommodation as reported to the May CRGA, suitable office accommodation remains a problem. CRGA is invited to:

- note the continuing difficult state of office accommodation in both Noumea and Suva;
- the efforts made by the Secretariat to meet these needs; and
- recommend to the Thirty-first Conference that a permanent solution to the Noumea headquarters office accommodation problem is the timely reconstruction of a new headquarters building.

## ANNEX 1

I. LIST OF NEW POSITIONS TO BE FILLED IN 1991 (HEADQUARTERS)

## SPREP

|                                           |          |
|-------------------------------------------|----------|
| Project Officer (Environmental Education) | in place |
| Project Officer UNCED                     | in place |
| Climate Change Officer                    | in place |
| Team Leader/NEMS                          | in place |
| Finance Manager                           |          |

(balance of positions deferred until relocation to Apia in January 1992)

## TOTAL SPREP

5

## FISHERIES

|                                     |          |
|-------------------------------------|----------|
| Japanese Fisheries Scientist        | in place |
| Women Fisheries Programme Officer   | in place |
| Coastal Fisheries Programme Manager |          |

Post-Harvest Fisheries Technologist  
Project Assistant (Fish Handling and Processing)

## Relocation of Fisheries Training Project

- Fisheries Education and Training Officer
- Fisheries Training Associate
- Project assistant

## Consultants

Senior Fisheries Scientist (NMFS)  
Senior Fisheries Scientist (University of Washington)  
Australian Scientist (3 mths)

in place

## TOTAL FISHERIES

11

## HEALTH

AIDS Communication Specialist  
AIDS Information Officer  
AIDS Documentalist  
AIDS Assistant  
AIDS Media Officer  
Dental Public Health Advisor  
Dental Health Promotion Officer  
Community Health Educator (NCD)

in place

in place

in place

in place

## TOTAL HEALTH

8

## SUPPORT SERVICES

|                           |          |
|---------------------------|----------|
| Translator                | in place |
| Translator                | in place |
| Cultural Affairs Officer  |          |
| Computer Training Officer |          |



Library Assistant (3-6 months)  
 Printery Trainee  
 Distribution Assistant

in place  
 in place

**TOTAL SUPPORT SERVICES**

7

**GRAND TOTAL**

30

**II. LIST OF NEW POSTS TO BE FILLED IN 1991 (SUVA)**

**AGRICULTURE**

Coordinator Food and Materials Programme  
 Tropical Agriculturalist  
 Animal Health Officer  
 Animal Production Officer  
 PAIS officers (7)  
 Support personnel (3)

in place  
 in place

**TOTAL SUVA**

14

**III. LIST OF NEW POSITIONS TO BE FILLED IN THE FIRST HALF OF 1992**  
 (Subject to funding and/or approval)

**HEALTH**

Health Promotion Officer  
 Nutrition Project Assistant  
 Health Data Analyst

**TOTAL HEALTH**

3

**DEMOGRAPHY**

Advisor on Population and Development Planning  
 Population Research Officer

**TOTAL DEMOGRAPHY**

2

**STATISTICS**

Economic Statistics Advisor  
 Economic Statistics Trainer

**TOTAL STATISTICS**

2

**GRAND TOTAL FIRST HALF 1992**

7

**TOTAL OF POSITIONS 1991/92 Suva and Noumea**

52



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***WORKING PAPER 21***

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***EC Support to the Plant Protection Service***

RESTRICTED

SPC/CRGA 15/WP.21 (Closed Session)  
17 September 1991

ORIGINAL: ENGLISH

SOUTH PACIFIC COMMISSION

FIFTEENTH MEETING OF THE COMMITTEE OF REPRESENTATIVES  
OF GOVERNMENTS AND ADMINISTRATIONS

(Nuku'alofa, Kingdom of Tonga, 22-25 October 1991)

EC SUPPORT TO THE PLANT PROTECTION SERVICE

(Paper presented by the Secretariat)

Background

1. The Twenty-ninth South Pacific Conference in 1989 approved a Secretariat proposal to seek long-term funding for the SPC Plant Protection Service (PPS). This proposal envisaged a five-year project beginning at the completion of the existing UNDP/SPC project, Crop Protection in the South Pacific, RAS/86/037. That same year the ACP Pacific ministers meeting earmarked ECU 2.7m for this purpose under the Lomé III Convention.
2. While preparations for this new project were continuing the Secretariat twice sought and received UNDP bridging finance for RAS/86/037. This now terminates in March 1992.
3. A feasibility study was done in November 1990 and a draft report circulated to all countries in December for comment. The Forum Secretariat forwarded all comments to the consultants at the end of February this year. The Draft Report was discussed briefly at the Fourteenth CRGA and several delegates endorsed its proposal to extend the project to non-ACP states. It was recommended that the Final Report be tabled for discussion at the Fifteenth CRGA. Due to the late arrival of the Report it is not possible to table the report in both languages.

The Project

4. The consultants consider that there will always be a need for a regional PPS although not necessarily on its present scale. They propose that during the two five-year phases of the project national plant protection services be strengthened allowing the PPS to be reduced in size. The Secretariat supports this approach.

5. The project strategy proposes several activities designed to strengthen national capabilities, these include:

- regional and national training programmes, particularly in plant quarantine
- provision of plant quarantine equipment
- assistance in developing pest monitoring systems
- development of plant protection curricula for schools
- a programme to create improved public awareness in plant quarantine

6. Other project activities to improve knowledge and control of regionally important pests are also planned, these include:

- two projects on tissue culture, and detection and removal of viruses from yam and taro

and in the second phase under the Lomé IV Convention

- surveys and development of controls for plant parasitic nematodes
- specific assistance to crop protection in Micronesia
- programmes aimed at the biological control of the rose beetle and some coconut pests

7. During the two phases the staff of the PPS, which presently consist of five professional officers and two technical support staff, will be slimmed down to two professional staff and four technical support staff.

#### Implications of the project

8. Two important issues are stressed in the Final Report;

- that project activities extend to all Pacific Islands countries and
- that over a period of ten years the core budget of SPC assumes responsibility for funding PPS staff.

9. The extension of the project from ACP/OCT states to all SPC members was discussed in detail by delegates to the Fourteenth CRGA. They strongly supported the consultants' proposal that the project be extended to cover both ACP and non-ACP Pacific Islands countries. Their discussion noted the clear need for an encompassing regional approach to Plant Protection issues. The omission of a single country placed the viability of the project at risk. Accordingly, they recommended that this proposal be put to the ACP Pacific Ministers meeting at the Forum Secretariat early next year for formal endorsement.

10. The proposal that SPC gradually take on responsibility for the staff of the PPS is in line with a recommendation of the Twenty-ninth South Pacific Conference that: *core budget provision to the Food and Materials programme be progressively increased to a level more consistent with the important economic position of agriculture in the region.* This goal needs, of course, to be balanced with the economic realities of the region. While supporting in principle the objective of assuming the Plant Protection Service into core budget, the Secretariat notes that for reasons of economic restraint a firm schedule for this cannot be set.

#### Recommendation

11. It is recommended that CRGA invite Conference to:

- note that the final report on the feasibility study of a Pacific Plant Protection Service will shortly be distributed by savingram;
  - to again endorse the extension of the project to all SPC member countries which will be progressed by seeking the endorsement of the ACP Ministers at their next meeting in Suva;
  - endorse the Secretariat's in-principle support for the staff positions of the Plant Protection Service to be included in the Core Budget as circumstances permit.
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***WORKING PAPER 33***

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***Proposed Increased Assessed Contributions  
Based on Weighted Inflation Rate***

South Pacific Commission  
FAX Number (687) 26.38.18  
Noumea, New Caledonia



Commission du Pacifique Sud  
Numero de FAX (687) 26.38.18  
Nouméa (Nouvelle-Calédonie)

**F A X M E S S A G E**

FAX No.: ..... No. of Pages: 3 (including this one)  
To: **OFFICE OF THE GOVERNOR, GOVERNMENT OF GUAM**  
From: **V P KOMITI, DEPUTY DIRECTOR OF PROGRAMMES**  
Date: **11 OCTOBER 1991** File: **SPC 10/31/1**  
Subject: **PROPOSED INCREASE IN MEMBER COUNTRIES' ASSESSED**  
**CONTRIBUTION FOR 1992: CRGA 15/WP.33**

Message:

ATTENTION: MR PETER LEON-GUERRERO  
DIRECTOR OF PLANNING

Attached herewith please find document CRGA 15/WP.33 (with attachment) proposing an increase in member countries' assessed contributions to the 1992 budget based on a "no real growth" scenario as detailed in document CRGA 15/WP.12 on weighted index.

We regret this late communication, but would sincerely hope that member governments and administrations would be able to address this matter in Tonga.

  
Vaasatia Poloma Komiti  
Deputy Director of Programmes

Attach

RESTRICTED

SPC/CRGA 15/WP.33 (Closed Session)  
10 October 1991

ORIGINAL : ENGLISH

SOUTH PACIFIC COMMISSION

FIFTEENTH MEETING OF THE  
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS  
(Nuku'alofa, Tonga, 22-25 October, 1991)

PROPOSED INCREASED ASSESSED CONTRIBUTIONS BASED ON WEIGHTED INFLATION RATE  
(Paper presented by the Secretariat)

INTRODUCTION

1. Document SPC/CRGA 15/WP.12 addresses in some detail the proposed procedures to be used in preparing budget documents using a weighted inflation rate.
2. It indicates that the core budget for 1992 was under-estimated, taking into account the various weightings vis-a-vis various indices.

COMMENTS

3. On the agreed basis of calculation relating to inflation - zero real growth in the core budget - the increase should have been 3.91% rather than 1.56%.
4. Whilst the Secretariat had stated in the aforementioned document that it was reluctant to ask CRGA 15 to consider and recommend an increased assessed budget contribution to 3.91% (para.28) it is doing so now mindful that deferrals to the 1993 budget calculations might prove difficult, if not impossible, for some members to adhere to.

PROPOSAL

5. The Secretariat therefore seeks an overall increase in the core budget for 1992 of 3.91% instead of 1.56%. It invites member countries to meet revised assessed contributions for 1992 - details attached - representing an increase of 3.91% over the previous year. Member countries unable to make the adjustment at this stage might prefer their assessed contributions for 1993 to take into account both the shortfall in 1992 (that is the difference between a 1.56% and 3.91% increase) and the increase justified by inflation alone (assuming zero-real growth in the core budget).

RECOMMENDED ACTION

6. CRGA is requested to kindly consider this submission and recommend for approval by the Thirty-first South Pacific Conference that the member countries' assessed contributions for 1992 be based on a 3.91% increase over the 1991 contributions. 8

Attachment to:  
SPC/CRGA-15/MP-33 (Closed Session)

# ASSESSED CONTRIBUTIONS FROM GOVERNMENTS AND ADMINISTRATIONS - 1992

|                               | %<br>Percentage<br>Share | 1989<br>Actual   | 1990<br>Actual   | 1991<br>Approved | 1992<br>Proposed<br>at 1.56%<br>over 1991 | 1992<br>Proposed<br>at 3.91%<br>over 1991 |
|-------------------------------|--------------------------|------------------|------------------|------------------|-------------------------------------------|-------------------------------------------|
| Samoa                         | 0.517                    | 27,189           | 29,252           | 32,148           | 32,650                                    | 33,405                                    |
| ids                           | 33.7641                  | 1,644,240        | 1,768,998        | 1,944,126        | 1,974,487                                 | 2,020,247                                 |
| States of Micronesia          | 0.2477                   | 12,207           | 13,133           | 14,433           | 14,659                                    | 14,997                                    |
|                               | 0.3940                   | 19,417           | 20,890           | 22,958           | 23,317                                    | 23,856                                    |
|                               | 0.5517                   | 27,189           | 29,252           | 32,148           | 32,650                                    | 33,405                                    |
| lyneria                       | 13.9022                  | 685,124          | 737,109          | 810,081          | 822,732                                   | 847,235                                   |
|                               | 0.5517                   | 27,189           | 29,252           | 32,148           | 32,650                                    | 33,405                                    |
|                               | 0.5517                   | 27,189           | 29,252           | 32,148           | 32,650                                    | 33,405                                    |
|                               | 0.2477                   | 12,207           | 13,133           | 14,433           | 14,659                                    | 14,997                                    |
| lands                         | 0.3940                   | 19,417           | 20,890           | 22,958           | 23,317                                    | 23,856                                    |
| donia<br>and                  | 0.2477                   | 12,207           | 13,133           | 14,433           | 14,659                                    | 14,997                                    |
|                               | 0.5517                   | 27,189           | 29,252           | 32,148           | 32,650                                    | 33,405                                    |
|                               | 16.1862                  | 797,683          | 858,209          | 943,170          | 957,899                                   | 980,048                                   |
| Mariana Islands               | 0.2477                   | 12,207           | 13,133           | 14,433           | 14,659                                    | 14,997                                    |
|                               | 0.3940                   | 19,417           | 20,890           | 22,958           | 23,317                                    | 23,856                                    |
|                               | 0.3940                   | 19,417           | 20,890           | 22,958           | 23,317                                    | 23,856                                    |
| w Guinea<br>Islands           | 0.2477                   | 12,207           | 13,133           | 14,433           | 14,659                                    | 14,997                                    |
|                               | 0.2477                   | 12,207           | 13,133           | 14,433           | 14,659                                    | 14,997                                    |
|                               | 0.2477                   | 12,207           | 13,133           | 14,433           | 14,659                                    | 14,997                                    |
| ngdom                         | 12.2131                  | 601,882          | 647,551          | 711,659          | 722,771                                   | 739,485                                   |
| iles of America               | 16.8812                  | 831,934          | 895,058          | 983,668          | 999,029                                   | 1,022,128                                 |
| Funua                         | 0.2477                   | 12,207           | 13,133           | 14,433           | 14,659                                    | 14,997                                    |
| Samoa                         | 0.2477                   | 12,207           | 13,133           | 14,433           | 14,659                                    | 14,997                                    |
| <b>ASSESSED CONTRIBUTIONS</b> | <b>100.0000</b>          | <b>4,928,170</b> | <b>5,302,698</b> | <b>5,826,997</b> | <b>5,918,000</b>                          | <b>6,052,839</b>                          |

F A X M E S S A G E

FAX No. : .....(671) 477 4826

No. of Pages: ..... (including this one)

To: Ms Lourdes Penlinan, Office of the Governor

From: Hélène Courte, Director of Programmes, SPC

Date: 11 October 1991

File: ...FR 3/1.....

Subject: Assessed contribution for 1992

Message:

Dear Lou

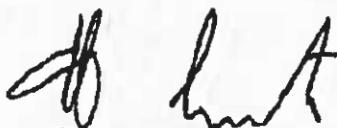
Following our telephone conversation, you will find below the amount of the assessed contribution for Guam for 1992 :

- Based on a proposed increase of 1,564 the total contribution in CFP units would be: 32,650 - USD 31.095

- Should the Conference approve an increase of 3,914 the total contribution in CFP units would be: 33,405. USD 31.814.

Warm regards.

Yours sincerely



Hélène Courte  
Acting Secretary-General



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***INFORMATION PAPERS***

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***INFORMATION PAPER 1***

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***Position Of Executive Assistant***

**RESTRICTED**

**SPC/CRGA 15/Information Paper 1 (Closed Session)**  
**19 August 1991**

**ORIGINAL: ENGLISH**

**SOUTH PACIFIC COMMISSION**

**FIFTEENTH MEETING OF THE  
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS**  
(Nuku'alofa, Tonga, 22 - 25 October 1991)

**POSITION OF EXECUTIVE ASSISTANT**  
(Paper presented by the Secretariat)

**BACKGROUND**

1. The Twenty-seventh South Pacific Conference established the position of Executive Assistant to be funded from extra-budgetary sources. In 1990, discussions were concluded with the Australian Government who agreed to provide a suitable officer for a 12-month period. The officer took up the position in September 1990. The current duty statement for the position of Executive Assistant is attached as Annex I to this information paper.

**DISCUSSION**

2. The present Executive Assistant has been seconded from the Australian International Development Assistance Bureau for the period September 1990 to December 1991. The filling of the position has proved very beneficial to the Commission. It provides a resource that can appropriately address project documentation, funding negotiation, activity reporting and issue research on behalf of management. It is likely that over time, the position may evolve into that of an overall aid co-ordinator for the Commission. As a consequence of this and the other key roles the position takes, it will be important to maintain the continuity of the position in terms of both occupancy and required skills.

3. Discussions have been initiated with the New Zealand Government with a view to their providing a suitable officer following December 1991. At this stage no firm commitment has been received but the proposal is being favourably viewed by the New Zealand authorities.

## **COST AND ADMINISTRATIVE IMPLICATIONS**

4. The provision of an Executive Assistant, as would be expected, enables a greater amount of Commission work to be undertaken in a given period. A product of this efficiency is the incurring of costs through communications, office consumables and, where appropriate, travel. Currently these costs are being borne by existing budget allocations which are under their own great pressures and were not framed with the Executive Assistant position in mind. It would greatly assist the Commission's operating efficiency and accord fully with the principle of each SPC activity being totally and realistically costed if, when considering the Executive Assistant position, countries could also include a small provision for requisite communication, consumables and travel.

5. The administrative implications of an additional officer (bearing in mind that residential accommodation is not handled in this instance by the Commission) are offset by the gains achieved through the additional services of that officer. In fact, there are significant administrative and managerial gains - thus the rationale for the position.

## **RECOMMENDATION**

6. The CRGA is invited to note:

- the positive impact of the provision, by Australia, of an officer for the position of Executive Assistant;
  - the consideration, by New Zealand, to provide an Executive Assistant after December 1991;
  - and that such provision would be enhanced by a modest allocation of funds for communication, consumables and travel items.
-

ANNEX I

**DUTY STATEMENT – EXECUTIVE ASSISTANT**

**PROGRAMME:** Management

**RESPONSIBLE TO:** Secretary-General

**DUTIES:**

The duties and responsibilities of this post include:

1. assessing potential donors and co-operating agencies for the Work Programme and Budget;
2. preparing applications for extra-budgetary assistance and ensuring they meet the requirements of donors;
3. ensuring that all reporting requirements of donor agencies are met;
4. drafting speeches, information and other correspondence for Management;
5. researching and collecting information on/about specific matters for Management Committee decision-making and policy development;
6. administering and processing the awards and grants activities under Head X of the Work programme and budget, including short-term experts and specialists' services, assistance to applied research, experiments and field work and inter-country study visits travel grants;
7. performing other duties as directed by the Secretary-General or other member of the Management Committee.

**QUALIFICATIONS:**

All applicants must possess appropriate tertiary qualifications with a minimum of a Masters Degree. A legal background would be an advantage as well as bilingual ability in French and English.

**EXPERIENCE:**

Applicants must have at least 7 years' experience in Public Administration or Management or as an assistant to executive management.

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***INFORMATION PAPER 2***

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***Climatic Change And Sea Level Rise***



**RESTRICTED**

**SPC/CRGA 15/Information Paper 2  
(Closed Session)**

**12 August 1991**

**ORIGINAL: ENGLISH**

**SOUTH PACIFIC COMMISSION**

**FIFTEENTH MEETING OF THE  
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS  
AND ADMINISTRATIONS**

**(Nuku'alofa, Tonga, 22 - 25 October 1991)**

**CLIMATIC CHANGE AND SEA LEVEL RISE**

**(Paper presented by the SPREP Secretariat)**

**INTRODUCTION**

This paper is brought to the Fifteenth CRGA due to the lack of time during the Thirteenth CRGA (SPC/CRGA 13/Information Paper 5), in Noumea, New Caledonia, 25-26 October 1990 for consideration and discussions. The paper was prepared in accordance with the request of the Thirtieth South Pacific Conference, concerning the 'Greenhouse Effect' be on the agenda for future relevant meeting organised by SPC. The SPREP Secretariat has produced this information Paper for your deliberations.

**BACKGROUND**

In spite of uncertainties surrounding the predicted climatic changes, global warming is likely to result in sea level rise and concomitant loss of low-lying coastal areas, changing patterns of rainfall, increased incidence and severity of events such as hurricanes, extinction of species which will not be able to adapt to changes, disruption of biological communities, shifts in agro-economy and heavy impact on socio-economic structures and activities dependent on the present climatic conditions. The Pacific Islands, due to their physiographic, ecological and socio-economic characteristics, may face particularly severe impacts. UNEP's ocean and climate change programmes devoted considerable efforts to analyse the magnitude of the problem in order to bring the results of the analysis to the attention of the policy makers, managers and administrators of the Pacific through SPREP, and to assist them in formulation of suitable policy options and in implementation of measures which may eliminate or mitigate the negative consequences of the expected climatic changes.

In early 1987, on UNEP's initiative, a Task Team was established through the Association of South Pacific Environmental Institutions (ASPEI) and with the assistance of the SPREP Secretariat, to study the impact of climatic changes in the South Pacific region. The first results of the Task Team were presented to the Second Intergovernmental Meeting on the SPREP Action Plan in 1988 and since that time the SPREP Secretariat has increasingly become the climate change clearinghouse and co-ordinating unit for the South Pacific region, relaying information from international bodies and metropolitan countries to Pacific island governments and seeking to ensure the Pacific island perspective was included in international discussions and developments. The Intergovernmental Meeting on the SPREP Action Plan also recommended that SPREP organise an intergovernmental meeting, to be sponsored by SPC, UNEP and ASPEI on Climatic Change and Sea Level Rise in the South Pacific, to be held in Majuro, Marshall Islands, July 1989. The objectives of the meeting were:

- to consider the potential impact of expected climatic change and sea level rise on ecosystems as well as socio-economic structures and activities of Pacific Islands;
- to review the possible policy options and management measures for the mitigation of the negative effects of climatic change and sea level rise; and
- to develop a programme of further studies and assistance to the governments of the region which would enhance their response capabilities to the expected impact of climatic change and sea level rise.

The SPC/UNEP/ASPEI Intergovernmental Meeting on Climatic Change and Sea Level Rise in the South Pacific (Majuro, 17-20 July 1989) examined the results obtained by the Task Team, reviewed the possible response options to expected climatic changes, developed a programme of further studies and assistance to the South Pacific region and requested the SPREP Secretariat to continue in its role as clearinghouse and co-ordinating unit for the South Pacific region on climate change and sea level rise. In response to this, UNEP, SPREP and ASPEI have developed a regional programme with the long-term objective of avoiding or mitigating the potential impact of expected climatic changes on the Pacific island countries and territories. The short-term objectives are: (i) to improve the understanding of the potential impact of expected climatic changes on the Pacific island countries and territories; (ii) to assist the Pacific island countries and territories in determining the possible response options and measures to avoid or mitigate the impact of these changes; (iii) to assist the Pacific island countries and territories in implementing measures which may avoid or mitigate the impact of climatic changes.

There were nine (national and regional) follow-up activities recommended by the conference including preparation of in-depth studies on the potential impact of expected climatic change on the national environment and the socio-economic structure and activities for six countries in the region (Federated States of Micronesia, Cook Islands, Kiribati, Marshall Islands, Tokelau and Western Samoa), direct involvement from Pacific island states in the work of the Intergovernmental Panel on Climatic Change (IPCC), and expansion of public awareness campaigns and educational activities on all levels of subjects relevant to the expected impacts of climatic changes.

## PROJECT IMPLEMENTATION STATUS

Task Team on Climate Change. With support from UNEP, the ASPEI Task Team on Climate Change and Sea Level Rise produced two volumes of case studies and reviews on the potential effects of climate change and sea level rise and presented this to the Intergovernmental Meeting on this topic. A popularised booklet summarising the results of the Task Team work ('A Climate of Crisis') was also produced and its second print-run of 10,000 copies is currently being distributed. Two further volumes of studies are underway.

Intergovernmental Meeting on Climatic Change and Sea Level Rise in the South Pacific. This meeting held in Majuro, July 1989 produced a 'Report of the SPC/UNEP/ASPEI Intergovernmental Meeting on Climatic Change and Sea Level Rise in the South Pacific' and representatives of 15 SPREP member governments were informed of SPREP/UNEP/ASPEI actions on climate change and involved in development of a regional programme on climatic change and sea level rise. A Second Intergovernmental Meeting on Climatic Change and Sea Level Rise in the South Pacific will be held in Noumea, New Caledonia, 3-7 February 1992. This is a follow-up of the first meeting in 1989.

Co-ordination with IPCC. In conjunction with support from UNEP and the Australian Government (DASETT, Climate Change Policy Section), the SPREP Secretariat has co-ordinated Pacific island representation at plenary and working group meetings of the UNEP/WMO Intergovernmental Panel on Climate Change (IPCC). The report of the IPCC Special Committee on the Participation of Developing Countries was circulated by SPREP for input from the region.

Co-ordination of Intergovernmental Negotiations Committee (INC) for a Framework Convention on Climate Change. The Australian Government (AIDAB) has provided funds to SPREP to organise, Pacific Island governments to attend the negotiations for a climate change convention. New Zealand Government and UNDP have assisted the Secretariat and other island governments to participate in these meetings. The reports of the last two INC sessions have been circulated in the region.

SPREP/UNEP Programme for Assistance to South Pacific Island States and Territories to Avoid or Mitigate the Potential Impact of Climate Change. Following the Intergovernmental Meeting on Climate Change, the Secretariat concentrated on developing and finalising a project document with the UNEP Ocean and Coastal Areas Programme for a regional programme on climate change. It initially includes the following activities, most of which will be implemented during the 1991-92 biennium. The SPREP Secretariat in May 1991 received the fundings for these projects.

- (a) Preparatory Missions for Climate Change Response Programme to Cook Islands, Federated States of Micronesia, Guam, Kiribati, Marshall Islands, Palau, Tokelau, Tonga, Tuvalu, Vanuatu, Western Samoa. The Kiribati mission has been completed with a Draft Report on 'Environmental Planning, Climate Change and Potential Sea Level Rise: Report on a Visit to Kiribati' produced and submitted to Kiribati. The other missions are still to be undertaken.
- (b) Public Awareness Seminars: Solomon Islands, Fiji, Niue, Wallis and Futuna, French Polynesia, New Caledonia, Northern Mariana Islands, American Samoa. Still to be implemented.



## DISCUSSION

The increasing concern over the potential impacts of climatic change and sea level rise on Pacific island countries and territories has resulted in a greatly expanded level of activity in the SPREP Secretariat to handle the flow of information.

Many other organisations, regional and international, are interacting with Pacific island governments on climate change issues, including SOPAC, IOC, Commonwealth Science Council, etc. The Secretariat's role as a clearinghouse/co-ordinating unit for the South Pacific region on this issue, as mandated by the Intergovernmental Meeting on Climate Change, is thus essential to avoid duplication.

The two Australian Government projects namely, South Pacific Sea Level Rise Monitoring and Climate Monitoring and Impacts in the South-West Pacific have consulted with SPREP during the development of these activities. In order to effectively co-ordinate all matters concerning this subject, the Australian-funded Sea Level and Climate Change Scientist Officer designated for the Forum Secretariat is now based in the SPREP office. This action shows the mutual understanding and co-operation between both organisations. The SPREP Director was invited by AIDAB to participate in the selection of this officer.

The conclusion of the project document for the SPREP/UNEP regional programme on climate change impacts will enable the undertaking of the in-country preparatory missions, other in-country activities (as requested at the Intergovernmental Meeting on Climate Change) and information seminars in remaining countries and territories. The additional projects proposed for the 1991-92 biennium will be undertaken to the extent possible within this work programme, which may need to be revised with UNEP to incorporate these activities.

The in-country missions will be the initial thrust of the programme. The main purpose of the mission is to prepare, in close consultation with national counterparts identified by the Government, a proposal for a programme of assistance to undertake an in-depth study of the potential impact of expected climatic changes (primarily sea level and temperature rise) on the natural environment and the socioeconomic structures and activities, including the identification of response options which may be suitable and available to avoid or mitigate the expected negative impact of climatic changes.

On the basis of the activities undertaken during the mission, as well as information collected prior to their mission, the experts will prepare a joint report containing:

- (a) a general overview of the climatological, oceanographic, geological, biological and socioeconomic factors which may be relevant to, or affected by, the potential impacts of expected climatic changes;
- (b) a preliminary identification of the most vulnerable components and sites of the natural environment, as well as the socioeconomic structures and activities which may be most critically affected by expected climatic changes;
- (c) an overview of current environmental management problems in the country and an assessment of how such problems may be exacerbated by climatic changes;

- (d) a detailed proposal for a joint programme of assistance for the in-depth evaluation of potential impacts of expected climatic changes on the natural environment and the socioeconomic structures and activities of the country concerned, including their identification of policy or management options suitable to avoid or mitigate the impact of climatic changes; the proposal should identify the workplan, timetable and financial requirements of in-depth evaluation as well as the possible institutional arrangements for carrying out the evaluation.

The conclusions of the IPCC three working groups were discussed in the Second World Climate Conference (November, 1990) which indicated further plans of international action of global climate change.

In December 1990, the UN General Assembly agreed to set up an intergovernmental negotiating process, supported by UNEP and WMO. An Intergovernmental Negotiating Committee (INC) for a Framework Convention on Climate Change was formed and negotiations are presently underway. SPREP has sought assistance from the Centre for International Environmental Law (CIEL) to advise and work closely with South Pacific Island governments to develop their inputs into this convention. This development created the formation of the Alliance of Small Island States (AOSIS), which includes majority of the Pacific Island countries, having the same principles and objectives. SPREP will continue to work closely with the INC Secretariat on these remaining meetings.

The Secretariat is planning the Second Intergovernmental Meeting on Climate Change and Sea Level Rise on 3-7 February 1992, Noumea, New Caledonia. The majority of the funding for this meeting has been made available by the French Government. Australia (AIDAB) and UNESCO have also assisted. Other governments have indicated to help soon. The objectives of the second meeting are:

- (a) Review and examine the results of the (i) UNEP sponsored case studies, (ii) in-country studies, (iii) case studies of IPCC Coastal Zone Management, (iv) other relevant international or national climate change programmes,
- (b) Review the results of the three IPCC working groups,
- (c) Further review policy options and management measures to avoid or mitigate climate change,
- (d) Raise awareness and understanding of Pacific Island country governments on implications of climate impacts for the region,
- (e) Review the objectives and contents of SPREP programme on climate change.

The SPREP Work Programme for Climate Change and Sea Level Rise will adjust accordingly to incorporate additional co-ordination or other response required by these developments.

## RECOMMENDATION

The Committee is invited to take note of the developments to date on this matter, and the actions undertaken thereon by the SPREP Secretariat.

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***Information Paper 3***

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***Reclassification of Assistant Economist  
and Economist Post***



**RESTRICTED**

**SPC/CRGA 15/Information Paper 3 (Closed Session)  
29 August, 1991**

**ORIGINAL: ENGLISH**

**SOUTH PACIFIC COMMISSION**

**FIFTEENTH MEETING OF THE COMMITTEE OF REPRESENTATIVES  
OF GOVERNMENTS AND ADMINISTRATIONS  
(Nuku'alofa, Kingdom of Tonga, 23-26 October 1991)**

**RECLASSIFICATION OF ASSISTANT ECONOMIST AND ECONOMIST POST**

**(Paper presented by the Secretariat)**

**Background**

1. In 1983, the Second Regional Meeting of Rural Development Planners identified a co-ordination role that SPC could provide at the regional level for rural development activities. Many of the recommendations from that meeting have been integrated into the present day rural development work programme. That meeting also proposed the appointment of a Rural Development Co-ordinator, to among other things co-ordinate the SPC's rural development activities and to assist in co-ordinating similar activities with other relevant organisations.
2. Over the years, the responsibilities of the Assistant Economist have expanded. This has occurred to the extent where the co-ordination and implementation of multi-sectoral inputs to the integrated rural development project in particular, and the rural development work programme in general occupies an increasing amount of the incumbents time. This information paper proposes title changes to the currently named positions of Economist and Assistant Economist to reflect these changes in Work Programme orientation and workloads.

**The Rural Development Work Programme of the Commission**

3. Most if not all of the programmes of the South Pacific Commission have direct impact on the rural populations and rural development plans of Island member countries. Involvement at this grassroot level is a particular strength of the Commission. In recognition of this approach the SPC has continued to consolidate and streamline its rural development work programme. The ensuing change in work focus is the rationale for the proposal to change the title of the Assistant Economist to Economist (Rural Development).

4. The redesignation of the Assistant Economist title to Economist (Rural Development) accurately reflects the multitude of activities the officer administers on behalf of the SPC. Such a change reiterates the significance of the expanding rural development work programme and encompasses the range of socio-economic work that is required. The post-holder will plan, implement and evaluate the rural development work programme rather than directly assist the Chief Economist.

#### **Recommendation**

5. The Committee is invited to note that Management has changed the two Economist position designations to that of Chief Economist and Economist (Rural Development).

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***MISCELLANEOUS***

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***Plant Protection Agreement For The  
Pacific Explanatory Memorandum***

**SOUTH PACIFIC COMMISSION**

B.P. D5  
NOUMEA CEDEX  
NEW CALEDONIA

CABLE ADDRESS  
"SOUTHPACOM" NOUMEA  
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TELEX 3139 NM SOPACOM  
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In reply, please quote  
PLEASE ADDRESS REPLY TO  
THE SECRETARY-GENERAL

ORG 6/20/2

*Di / Eha*  
**COMMISSION DU PACIFIQUE SUD**

BOITE POSTALE D5  
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*Y*  
Noumea, 14 August, 1991



**Circular Letter**

Dear Representative

**PLANT PROTECTION AGREEMENT FOR THE PACIFIC  
EXPLANATORY MEMORANDUM**

**Introduction and Background**

1. The draft Plant Protection Agreement for the Pacific is the result of an initiative taken by the Heads of Agriculture of Pacific island countries in 1989 to define the parameters for an agreement to ensure an appropriate common framework for plant protection in the Pacific which would respond directly to the specific requirements of countries in the Pacific.
2. In doing so, however, it was recognised that, given the significant increase in the exchange of plants and plant products not only within the Pacific but also between countries in the Pacific and countries in other parts of the world, it would be indispensable to place such an agreement within the world-wide framework of the International Plant Protection Convention in its revised form (referred to as the "Revised IPPC"). The Revised IPPC was approved by Resolution 14/79 of the Twentieth Session of the Conference of the Food and Agriculture Organization of the United Nations (FAO) in November 1979. The Revised IPPC entered into force on 4 April 1991 and has now been accepted by 64 countries.
3. It also emerged that it would be highly desirable to establish particularly close relations with the Plant Protection Agreement for the Asia and Pacific Region as amended by the FAO Council at its Eighty-fourth Session in November 1983. The amendment entered into force on 23 May 1990. Nine member countries of the South Pacific Commission (SPC) are party to that Agreement (Australia, Fiji, France, New Zealand, Papua New Guinea, Solomon Islands, Tonga, the United Kingdom and Western Samoa). Moreover, numerous other Pacific and South East Asia countries which share many common problems relating to plant protection are also party to the Agreement.
4. The activities carried out under the new Agreement will also take due account of the activities of other regional and international organisations and agreements which deal with matters relevant to the objectives of the new Agreement.

... / ...

5. The matter was first addressed in depth in "A Study to Assess the Feasibility of Establishing a Plant Protection Agreement for the Pacific" prepared jointly by Messrs. G Mathys and J Hedley as consultants of UNDP and FAO respectively in the latter part of 1989. The Study reviewed the situation in the South Pacific with regard to plant protection, the relevant international conventions, an analysis of economic conditions and plant protection structures and operations in Pacific island countries, and detailed possible courses of action which could be adopted in the Region. The Study concluded that the most appropriate option would be the adoption of a specific plant protection agreement for the Pacific which could be implemented by a Permanent Secretariat ensured by the Plant Protection Service of the SPC.
6. The study was discussed at the Sixth SPC Regional Technical Meeting on Plant Protection held in Auckland, New Zealand, from 12 to 16 February 1990 with the participation of representatives from FAO and a number of regional plant protection organisations. Considerable interest was expressed in this initiative and there was a consensus that work should be undertaken with a view to its implementation. This view was subsequently endorsed by the Eighth SPC Regional Conference of Permanent Heads of Agriculture and Livestock Production Services in March 1990 and approved by the twelfth Committee of Representatives of Governments and Administrations (CRGA) in May 1990.
7. The Secretary-General of SPC requested that the Director-General of FAO agree to direct collaboration by the FAO Legal Office and the Plant Protection Service in preparing a draft agreement, in consultation with SPC and participating in the SPC Technical Advisory Committee which would meet to consider that agreement.
8. Consequently, from 1990, very close joint collaboration was established between SPC and FAO in this venture which thus became a common effort on behalf of all countries in the Pacific.
9. The SPC Technical Advisory Committee, nominated by the Pacific Heads of Agriculture and assisted by representatives of Australia, New Zealand and the FAO met in Suva from 7 to 9 November 1990 to discuss the draft which had been prepared by FAO. In the course of that meeting a wide range of amendments were discussed and endorsed. Subsequently, a revised draft was prepared by FAO. That draft is attached as are detailed explanatory comments on the text.

#### **Action Required**

10. Decisions are still required, however, in two main areas:
  - i) whether to include pesticides in the Agreement, Article II 1 (b). In some countries pesticides and plant quarantine are the responsibility of separate Ministries. This may complicate national arrangements for ratifying the Agreement and meeting its requirements;
  - ii) the arrangements for voting on obligatory regional standards, Article V (f), and for voting on supplementary arrangements to the Agreement, Article V (k). In each case alternatives are given in *italics* within [ ].



... / ...

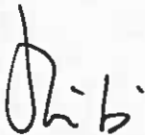
You will note that the circumstances are a little different in each case. In V (f) Parties are able to opt not to implement a standard and so we would recommend using a two thirds majority of the Contracting Parties present. While in V (k) no provision is made for opting out so we would recommend using a two third majority of all the Contracting parties.

These are important decisions and will be binding on countries without reference to CRGA or the South Pacific Conference.

11. I am bringing these issues to your attention now as it is our intention to table the Agreement at CRGA 15 in Tonga this year to seek approval for signature and ratification at an appropriate meeting (Conference of Plenipotentiaries) next year.

I would be grateful if you could review the attached documents and provide comments for incorporation in our CRGA paper.

Yours sincerely



**Va'asatia Poloma Komiti**  
**Acting Secretary-General**

cc. Heads of Agriculture of the Pacific region

**DRAFT - 29/11/90**

## **PLANT PROTECTION AGREEMENT FOR THE PACIFIC**

### **The Contracting Parties,**

Conscious of the significant increase in the exchange of plants and plant products among countries in the Pacific and between countries in the Pacific and countries in other regions.

Bearing in mind that many aspects of plant protection in the Pacific are peculiar to that region and hence require the adoption of measures specifically adapted thereto;

Considering the Revised Text of the International Plant Protection Convention (Revised IPPC) approved by Resolution 14/79 of the Twentieth Session of the Conference of the Food and Agriculture Organization of the United Nations (FAO) in November 1979 and in particular Articles III and VIII thereof;

Considering the Plant Protection Agreement for the Asia and Pacific Region as amended by the FAO Council at its 84th Session in November 1983, which amendment entered into force on 23 May 1990;

Bearing in mind the General Agreement on Tariffs and Trade (GATT);

Considering the necessity of ensuring co-operation in the promotion of plant protection in the Pacific.

Have agreed as follows:

### **ARTICLE I**

#### **Pacific Plant Protection Organisation**

The Contracting Parties hereby establish the Pacific Plant Protection Organisation (PPPO) (hereinafter referred to as the "Organisation"), pursuant to Article VIII of the Revised IPPC. The Contracting Parties agree to take all action necessary to implement the objectives and functions of the Organisation as set out hereinafter.

### **ARTICLE II**

#### **Objectives**

1. The Organisation shall constitute the framework for co-operation among countries in the Pacific with a view to promoting plant protection by the adoption of national and regional plant protection standards and guidelines including *inter alia*:

- (a) the maintenance and operation of national plant protection services;
- (b) the harmonisation of plant quarantine [and pesticide] regulatory policies and procedures.
- (c) common phytosanitary measures with a view to preventing the introduction into, or spread within, the Pacific of quarantine pests;

- (d) guidelines for the importation of biological control agents;

2. The Contracting Parties shall act in conformity with Article VI of the Revised IPPC and only impose phytosanitary import measures if such measures are made necessary by phytosanitary considerations.

### **ARTICLE III**

#### **Definitions**

For the purposes of this agreement:

**QUARANTINE PEST** - means a pest of potential national economic importance to the country endangered thereby and not yet present there, or present but not widely distributed and being actively controlled.

### **ARTICLE IV**

#### **Regional Technical Board**

1. There shall be a Regional Technical Board (hereinafter called the "Board") composed of a representative of each Contracting Party. Representatives may be accompanied by advisers.
2. Meetings of the Board shall be convened by the Secretary-General of the South Pacific Commission (SPC).
3. Regular sessions of the Board shall be convened at least once every two years.
4. Special sessions of the Board may be convened, if required, on condition that not less than one-half of the Contracting Parties so request.
5. A majority of the Contracting Parties shall constitute a quorum.
6. Decisions of the Board shall preferably be taken by consensus.
7. Votes shall be carried by a majority of the votes cast by the representatives, except as otherwise provided for in this Agreement. Advisers and observers shall not have the right to vote.
8. At each regular session the Board shall elect from amongst the representatives of Contracting Parties a Chairperson and two Vice-Chairpersons who shall serve until the next regular session. The Chairperson and the Vice-Chairpersons shall be eligible for re-election.
9. The Board shall be assisted by a Secretariat and an Executive Committee.
10. The FAO shall be invited to be represented at meetings of the Board in an advisory capacity.
11. The SPC shall be invited to be represented at meetings of the Board in an advisory capacity.

## ARTICLE V

### Functions of the Board

The functions of the Board shall be:

- (a) to determine the policy of the Organisation;
- (b) to adopt a biennial programme of work and budget at a regular session, which shall be submitted for approval to the Committee of Representatives of Governments and Administrations of the SPC and for endorsement by the South Pacific Conference;
- (c) to evaluate the progress of work and activities of the Organisation towards meeting its objectives;
- (d) to give guidance to the Contracting Parties on the implementation of its decisions and of the programme of work;
- (e) to direct the Secretariat;
- (f) to adopt obligatory regional plant protection standards, with a statement of reasons therefor, by a *[two-thirds majority of the Contracting Parties present and voting]* *[two-thirds majority of the Contracting Parties present]* *[two-thirds majority of the Contracting Parties]*: such standards shall be notified to all Contracting Parties by the Secretariat, without undue delay, and shall become binding on each Contracting Party 120 days from the date specified in the notification unless the Contracting Party notifies its objection to the standard, and its reasons therefor, to the Secretariat before the expiry of that period, in which case it shall not be bound thereby unless and until it withdraws that objection;
- (g) to adopt regional plant protection guidelines;
- (h) to adopt recommendations on any relevant aspect of plant protection in the region;
- (i) to elect the members of the Executive Committee at each regular session, members being eligible for re-election;
- (j) to refer matters to the Executive Committee as required;
- (k) to approve, by a majority of not less than *[two-thirds majority of the Contracting Parties present and voting]* *[two-thirds majority of the Contracting Parties present]* *[two-thirds majority of the Contracting Parties]*, supplementary arrangements for the implementation of this agreement pursuant to Article XIII;
- (l) to approve agreements for co-operation concluded pursuant to Article XIV and XV;
- (m) to adopt its own Rules of Procedure: these Rules may establish a mechanism whereby the Chairperson of the Board may obtain a vote of the Contracting Parties on a specific question without convening a meeting of the Board;

- (n) to adopt whatever other rules may be required for the proper conduct of the activities of the Organisation; and
- (o) to perform all other functions which flow from this Agreement or that are ancillary to the accomplishment of the objectives thereof.

## **ARTICLE VI**

### **Observers**

In accordance with the provision of the Rules of Procedure adopted under Article V, paragraph (m), non-member countries, organisations, institutions and individuals may be invited to be represented at sessions of the Board as observers.

## **ARTICLE VII**

### **Secretariat**

1. The Secretariat shall be provided by the SPC, which shall ensure all administrative and technical support required by the Organisation within the limits of the resources provided under Article XII.
2. The Secretariat shall represent the Organisation on matters relating to plant protection.
3. The Secretariat may represent individual Contracting Parties if specifically requested to do so.

## **ARTICLE VIII**

### **Executive Committee**

1. The Executive Committee shall be composed of six members from amongst representatives of Contracting Parties elected by the Board as provided for in Article V (i). The Chairperson of the Board shall be the Chairperson of the Executive Committee.
2. The Executive Committee shall hold annual sessions but may meet more frequently as required.
3. The Executive Committee shall have the following functions:
  - (a) to review the implementation by Contracting Parties of standards, guidelines, recommendations and other decisions adopted by the Board and report thereon to the Board;
  - (b) to review the activities of the Organisation and to make proposals to the Board regarding the future programme of work and budget; and
  - (c) to take whatever interim decisions might be required to ensure the proper functioning of the Organisation, subject to confirmation by the Board at its next session.

## **ARTICLE IX**

### **Guiding Principles of Implementation**

1. The Organisation shall act in conformity with the provisions of the Revised IPPC.
2. The Organisation shall take full account of the activities of the Commission of the Plant Protection Agreement for Asia and Pacific Region (APPPC) and other regional plant protection organisations.
3. The Organisation shall bear in mind all relevant action taken under the GATT.

## **ARTICLE X**

### **Information on Phytosanitary Measures**

1. Each Contracting Party shall make available to other Contracting Parties, information concerning phytosanitary measures including the specifications for entry of plants and plant products and, on request of a Contracting Party, the means of deriving particular specifications, and the operational procedures used.
2. Contracting Parties shall report to the Secretariat for distribution to other Contracting Parties the existence, outbreak and spread of economically important pests of plants and plant products which may be of immediate or potential danger.

## **ARTICLE XI**

### **Membership**

1. Membership in the Organisation shall be open to all members of the SPC.
2. Countries which are not members of SPC may become Contracting Parties to the Agreement subject to the approval of the Board and to the payment of an annual contribution to be determined biennially by the Board.

## **ARTICLE XII**

### **Resources**

1. The financial resources for the programme of work and budget of the Organisation shall be drawn from:
  - the assessed contributions of SPC member Countries and Administrations to the SPC core budget;
  - from annual contributions paid by Contracting Parties which are not members of SPC; and
  - from extra budgetary support from SPC members.

2. Voluntary contributions may be accepted from Contracting Parties.
3. Donations, aid in funds or in kind, may be accepted by the Board provided that they are compatible with the objectives of the Organisation.

### **ARTICLE XIII**

#### **Supplementary Arrangements**

1. Supplementary Arrangements concerning the implementation of this Agreement may be prepared by the Secretariat in consultation with the Contracting Parties, for submission to the Board.
2. Supplementary Arrangements shall enter into force upon approval by the Board pursuant to Article V(k).

### **ARTICLE XIV**

#### **Co-operation with the APPPC**

The Organisation shall work in close co-operation with the APPPC in order to ensure harmony between their respective activities and to avoid any possible conflict in the implementation of the present Agreement and the Plant Protection Agreement for the Asia and Pacific Region. To this end, formal arrangements should be concluded to enable mutual representation at meetings and active co-operation and co-ordination.

### **ARTICLE XV**

#### **Co-operation with Other Organisation and Institutions and with Donors**

1. The Organisation shall co-operate with other regional plant protection organisations as well as other international organisations and institutions, especially those active in the plant protection sector, which might contribute to the work and further the activities of the Organisation. The Organisation may enter into agreements with such organisations and institutions. Such agreements may include provision for participation by such organisations and institutions in activities of the Organisation.
2. The Contracting Parties agree that there should be co-operation between the Organisation and donors whose contribution would further the activities of the Organisation. To this end, the Organisation may enter into agreements with such donors wherein provision may be made for their participation in certain activities of the Organisation.



## ARTICLE XVI

### Signature, Ratification, Accession, Entry into Force and Admission

1. This Agreement shall be open for signature by the member countries of SPC in .....  
..... Thereafter, Governments which have signed the Agreement may become a party thereto by depositing an instrument of ratification. Governments which have not signed the Agreement may become a party thereto by depositing an instrument of accession.
2. Instruments of ratification or accession shall be deposited with the Director-General of FAO, who shall be the Depository of this Agreement.
3. Subject to Article XI, paragraph 2 of this Agreement, and at any time after the entry into force thereof, any Government not referred to in paragraph 1 above may apply to the Director-General of FAO to become a member of the Organisation. The Director-General of FAO shall inform Contracting Parties and the Secretariat, of any such application. The Board shall then decide on the application in accordance with Article XI, paragraph 2 and if a favourable decision is taken, invite the Government concerned to accede to this Agreement. The Government shall lodge its instrument of accession, whereby it consents to be bound by the provisions of this Agreement as from the date of its admission, with the Director-General of FAO within ninety days of the date of the invitation by the Board.
4. This Agreement shall enter into force, with respect to all Governments which have ratified it or acceded thereto, on the date when instruments of ratification or accession have been deposited by at least [*two thirds* ] of the member countries of SPC.

## ARTICLE XVII

### Amendment

1. Amendments to this Agreement may be adopted by a two thirds majority of the members of the Board. Amendments shall enter into force and bind all Contracting Parties on the thirtieth day after their adoption unless one-third of the Contracting Parties lodge objections to the amendment within the thirty day period.
2. If one third of the Contracting Parties lodge objections, within that period, the amendment shall not enter into force.
3. A proposal to amend this Agreement may be made by a Contracting Party in a communication to the Secretary-General of SPC, who shall promptly notify all Contracting Parties.
4. No proposal to amend this Agreement shall be considered by the Board unless it was received by the Secretary-General of SPC at least one hundred and twenty days before the opening day of the session of the Board at which it is to be considered.

## **ARTICLE XVIII**

### **Withdrawal and Dissolution**

1. At any time after the expiration of three years from the date when it became a party to this Agreement, any Contracting Party may give notice of its withdrawal from the Organisation to the Depositary. Such withdrawal shall take effect twelve months after the notice thereof was received by the Depositary or at any later date specified in the notice, provided, however, that any obligation incurred by the Contracting Party vis-a-vis the Organisation shall remain valid and enforceable.
2. The Organisation shall cease to exist at any time decided by the Board by a three-quarters majority of the Contracting Parties.
3. A Contracting Party of this Agreement shall cease to be a Contracting Party of this Agreement if it is in arrears of its contribution for two years.

## **ARTICLE XIX**

### **Interpretation and Settlement of Disputes**

1. Any dispute concerning the interpretation or application of this Agreement which cannot be settled by negotiation, conciliation or similar means may be referred by any party to the dispute to the Board for its recommendation.
2. Failing settlement of the dispute, the Government or Governments concerned may follow the procedures for settlement of disputes provided for under Article IX of the Revised IPPC as follows:
  - (a) the Government or Governments concerned may request the Director-General of FAO to appoint a committee to consider the question in dispute;
  - (b) The Director-General of FAO shall thereupon, after consultation with the Governments concerned, appoint a committee of experts which shall include representatives of those Governments. This committee shall consider the question of dispute, taking into account all documents and other forms of evidence submitted by the Governments concerned. This committee shall submit a report to the Director-General of FAO, who shall transmit it to the Governments concerned and to the Governments of other Contracting Parties;
  - (c) The Contracting Parties agree that the recommendation of such a committee, while not binding in character, will become the basis for renewed consideration by the Governments concerned of the matter out of which the disagreement arose;
  - (d) The Governments concerned shall share equally the expenses of the experts.

## **ARTICLE XX**

### **Depository**

**The Director-General of FAO shall be the Depository of this Agreement.**

**The Depository shall:**

- (a) send certified copies of this Agreement to the Governments invited as participants to the Conference of Plenipotentiaries, and to any other Government which so requests;**
- (b) arrange for the registration of this Agreement, upon its entry into force, with the Secretariat of the United Nations, in accordance with Article 102 of the Charter of the United Nations;**
- (c) inform the Governments invited as participants to the Conference of Plenipotentiaries and any Government that has been admitted to membership in the Organisation of:**
  - (i) the signature of this Agreement and the deposit of instruments of ratification or accession in accordance with Article XVI;**
  - (ii) the date of entry into force of this Agreement in accordance with Article XVI, paragraph 4;**
  - (iii) notification of the desire of a Government to be admitted to membership in the Organisation; and admissions, in accordance with Article XI;**
  - (iv) the adoption of amendments to this agreement, in accordance with Article XVII; and**
- (d) convene the first session of the Board of the Organisation, in consultation with the Secretary-General of SPC, within six months after the entry into force of this Agreement, in accordance with Article XVI, paragraph 4.**

**Done in ..... on ..... in the English and French languages, both texts begin equally authentic.**

# **PLANT PROTECTION AGREEMENT FOR THE PACIFIC**

## **EXPLANATORY COMMENTS ON THE TEXT**

### **ARTICLE I**

#### **Pacific Plant Protection Organisation**

This Article establishes the Organisation and places it under Article VIII of the Revised IPPC. The Organisation will thus have the same status as all other existing regional plant protection organisations in the world today. These organisations coordinate their activities, in particular, by a consultative mechanism now being established within FAO, which will ensure harmonization and complementarity in the work of these organisations in carrying out the general principles set forth in the Revised IPPC. The Organisation will thus be in a position to play an active role in these consultations.

### **ARTICLE II**

#### **Objectives**

This Article sets forth the general objectives of the Organisation, the most important of which are stipulated therein. Paragraph 2 of the Article provides that the Contracting Parties shall act in conformity with Article VI of the Revised IPPC and only impose phytosanitary import measures if they are made necessary by phytosanitary considerations. This provision is extremely important because in referring to Article VI of the Revised IPPC, the Contracting Parties undertake to meet the requirements in relation to import which are stipulated in that Article. The importance is underlined by the fact that the Contracting Parties to the General Agreement on Trade and Tariffs (GATT) will undoubtedly recognize that, to the extent plant protection requirements on imports conform to Article VI of the Revised IPPC, these requirements will not be deemed to be non- tariff trade barriers under the GATT.

### **ARTICLE III**

#### **Definitions**

This Article is intended to define terms used in the Agreement establishing the Organisation to the extent that this may be necessary. The Article is, therefore, optional.

### **ARTICLE IV**

#### **Regional Technical Board**

The Regional Technical Board will be composed of representatives of each Contracting Party. It will serve as the governing body of the Organisation and this is clearly underlined by its functions. The Article sets forth the composition of the Board, its voting procedures and the Rules for election of its officers.

### **ARTICLE V**

#### **Functions of the Board**

The functions of the Board reflect the importance and scope of its competence. In particular, the Board shall determine the policy and programme of work and budget of the Organisation. Moreover, it may adopt obligatory regional plant protection standards which will become binding on all Contracting Parties. Provision is made, however, allowing an individual Contracting Party to notify its non-acceptance of any

specific plant protection standard. The Board may also adopt regional plant protection guidelines or recommendations on certain aspects of plant protection. Whilst it is foreseen that such guidelines and recommendations will be widely accepted by Contracting Parties, they are not legally binding. The functions which are set forth in this article are those which appeared to be the primary functions of the Board as envisaged at the time the Agreement was adopted. Consequently, the Board has also been mandated to perform all other functions which flow from the Agreement or that are ancillary to the accomplishment of the objectives of the Agreement, thus allowing for the necessary flexibility to meet evolving or unforeseen situations.

## **ARTICLE VI**

### **Observers**

It is common practice for organisations of this nature to allow participation by observers whose presence would contribute to the work of the Organisation. For example, other organisations with whom the Organisation has co-operation agreements will undoubtedly send observers to meetings of the Board.

## **ARTICLE VII**

### **Secretariat**

It is essential that the Organisation have a permanent Secretariat to ensure administrative and technical support. Given the important role played by the South Pacific Commission (SPC) in plant protection in the Pacific and the existing infrastructure of the SPC, it was chosen to provide the Secretariat.

## **ARTICLE VIII**

### **Executive Committee**

The purpose of the establishment of the Executive Committee, composed of six members chosen from among the representatives of the Contracting Parties, is to prepare the work of the Board and to take whatever interim decisions might be required to ensure the proper functioning of the Organisation between sessions of the Board. The Board will normally meet at least once every two years. On the other hand, the Executive Committee will meet more frequently and shall hold at least one annual session, but may meet more frequently as required.

## **ARTICLE IX**

### **Guiding Principles of Implementation**

This Article sets forth the main guiding principles which will serve as a general framework for the work and activities of the Organisation. Thus, the Organisation shall act in conformity with the provisions of the Revised IPPC. In addition, the Organisation shall take full account of the activities of other regional plant protection organisations, in particular, of the Asia and Pacific Plant Protection Commission (APPPC), because the scope of activities of that Commission includes the Pacific. Emphasis is put once again on the importance of GATT, in the light of its relationship to plant protection.

Finally, the fact that this Article refers specifically to some agreements and organisations is not intended to exclude the Organisation from taking account of activities of other relevant organisations and agreements such as the Codex Alimentarius or guidelines and principles established through international consultations on subjects such as pesticides, as well as similar initiatives which may take place in future.

## **ARTICLE X**

### **Information on Phytosanitary Measures**

The purpose of this Article is to ensure that Contracting Parties have complete information on phytosanitary measures adopted by other Contracting Parties since this is of prime importance to trade. Moreover, provision is made to ensure that all Contracting Parties are informed of the existence, outbreak and spread of economically important pests of plants and plant products which may be of immediate or potential danger.

## **ARTICLE XI**

### **Membership**

The Article provides for membership in the Organisation of all SPC members who wish to take part in the Organisation. It also sets forth the procedure by which countries which are not members of SPC may become Contracting Parties to the Agreement.

## **ARTICLE XII**

### **Resources**

It is essential that sufficient financial resources be ensured in order to carry out the programme of work and budget of the Organisation. Consequently, express provision has been made for financial resources to be drawn from the assessed contributions of SPC members to the SPC core budget as well as annual contributions to be paid by Contracting Parties which are not members of SPC. Some SPC members may also wish to contribute extra-budgetary support and voluntary contributions may be accepted from Contracting Parties. In addition, the Board may accept donations and aid from outside sources such as countries or organisations outside the Pacific.

## **ARTICLE XIII**

### **Supplementary Arrangements**

Provision has been made whereby the Agreement may be supplemented by arrangements approved by the Board. These arrangements could cover a wide range of subjects to the extent that Contracting Parties wish to establish certain additional formal procedures for implementation of the Agreement. However, such arrangements must by definition remain within the general scope of the Agreement and be in conformity with the objectives of the Organisation.

## **ARTICLE XIV**

### **Co-operation with the APPPC**

An express provision has been made to enable very close co-operation with the APPPC since that Commission also has competence with regard to plant protection in the Pacific. Formal arrangements to this effect are to be made in order to ensure harmony between the respective activities of both organisations and to avoid any possible conflict in the implementation of the present Agreement and the Plant Protection Agreement for the Asia and Pacific Region.

## **ARTICLE XV**

### **Co-operation with Other Organisations and institutions and with Donors**

This Article gives the Organisation the authority to cooperate with other regional plant protection organisations and other international organisations and institutions which might contribute to the work and activities of the Organisation and to conclude agreements with them. Provision is also made for co-operation with donors which may be international or regional organisations or countries. This could provide additional resources and aid for specific activities or projects in the Pacific.

## **ARTICLE XVI**

### **Signature, Ratification, Accession, Entry into Force and Admission**

Formal clauses are required in an international agreement providing for matters such as signature, ratification and accession to the Agreement and procedures must be specified to this end. It is foreseen that the role of depository will be carried out by the Director-General of FAO. FAO has a very wide experience in such matters and consequently will be able to ensure that the formal procedures are in line with international practice. Such procedures involve a considerable number of formalities and expense but will be carried out by FAO at no cost to the Organisation.

## **ARTICLE XVII**

### **Amendment**

It is important to include in an international agreement provision for amendment. This allows for any modifications which may prove desirable or necessary in future in respect of the structure or functioning of the Organisation. It is provided that such amendments may be adopted by a two-thirds majority of the members of the Board. In order to simplify procedures, amendments enter into force for all Contracting Parties unless one-third of the Contracting Parties lodge objections thereto within a thirty day period. Should this occur, the amendment will not enter into force for any Contracting Parties, since this would indicate that there is not sufficient agreement among them for the amendment to become effective.

## **ARTICLE XVIII**

### **Withdrawal and Dissolution**

It is normal in an international organisation that a contracting party may be allowed to withdraw if it no longer wishes to participate. This Article provides formal procedures therefore, in line with general international practice.

## **ARTICLE XIX**

### **Interpretation and Settlement of Disputes**

It is conceivable that in the course of time a disagreement might arise concerning the interpretation or application of the Agreement and it is common practice in international agreements to provide for a procedure to settle such a dispute. In a first stage, the parties concerned normally attempt to settle their difference by direct negotiation or by some kind of conciliation procedure; provision is made therefore in this Article. Moreover, disputes may also be submitted to the Board for its recommendation. Failing settlement of the dispute by such informal procedures, it is provided that the dispute should be settled by the formal procedures set out in Article IX of the Revised IPPC which are detailed in this Article.



## **ARTICLE XX**

### **Depositary**

The provisions of this Article are complementary to those of Article XVI and set forth the exact procedures which the Depositary, i e, the Director-General of FAO, shall follow in respect of the Agreement. These procedures are in conformity with general practice in international law.



***Special Session of the  
SPREP Intergovernmental Meeting***

# SPREP

SOUTH PACIFIC REGIONAL ENVIRONMENT PROGRAMME

B. P. 05  
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NEW CALEDONIA

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*Linda  
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PROE

PROGRAMME REGIONAL OCEANIE DE L'ENVIRONNEMENT

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In reply, please quote

PLEASE ADDRESS REPLY TO  
THE DIRECTOR

Notre référence

VEUILLEZ ADRESSER VOTRE RÉPONSE  
AU DIRECTEUR

TO : Representatives of Governments and Administrations  
: SPREP National and Institutional Focal Points  
: Forum Secretariat, ESCAP, UNEP

SPREP CIRCULAR: 11 DATE: 2 September 1991

FILE : PRO 59/8/6

SUBJECT : Special Session of the SPREP Intergovernmental Meeting

REFERENCE : Report of the Fourth SPREP Intergovernmental Meeting -  
Ministerial-level Meeting (paragraphs 18, 19)

1. The Fourth SPREP Intergovernmental Meeting (IGM), July 1991 agreed that the Special Session of the Intergovernmental Meeting be held at the time of the Fifteenth Committee of Representatives of Governments and Administrations (CRGA) in Nuku'alofa, Tonga.

2. The Special Session of IGM will be held at Nuku'alofa, Tonga, on Thursday afternoon 24 October 1991.

### Composition of the IGM

3. Each Government and Administration is entitled to be represented by one Representative with such Alternates and Advisers as the Government or Administration in each case may decide to appoint.

### Special Representatives

4. United Nations agencies and other intergovernmental and non-governmental agencies and organisations concerned with the SPREP's work in the Pacific, will be represented as "observers", at their own expense.

### Functions

5. The functions of the Special Session of IGM, as approved by the Fourth SPREP Intergovernmental Meeting include:

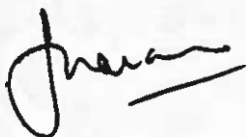
- (a) consider the 1992 budget prior to approval;
- (b) consider the issue of payments for travel and per diem to the SPREP IGM.

### Fares and Per Diem

6. It was the intention of the Fourth IGM that the Special Session of IGM coincide with the Fifteenth CRGA as to avoid travel costs associated with convening an IGM. It was envisaged that your representative to the CRGA will be able also to represent your country in the Special Session of IGM.

### Language

7. Simultaneous interpretation into French and English will be provided.



Vili A. Fuavao  
Director

VF/ewg

Original text: English



***Management Systems  
Of The  
South Pacific Commission***



F A X M E S S A G E

FAX NO.: .....

53  
No. of Pages: .... (including this one)

To:

From: Atanraoi Baiteke, Secretary-General, SPC

Date: 03 October 1991

File: .....SPC..10/3 1/2

Subject: Review of SPC Management Systems

Message:

CIRCULAR FAX TO ALL MEMBER COUNTRIES

Attached please find a copy of the final report on the Review of SPC Management Systems. The tight timeframe between the receipt of this report and the commencement of CRGA has not allowed sufficient time for the report to be distributed by mail in the usual manner. The Government of New Zealand has therefore graciously undertaken to fax an advance copy of this report to all member countries so that delegates will have the opportunity of studying its contents prior to their departure for Tonga. Copies of the report will also be available in Tonga.

This tight timeframe between receipt of the report and the departure of delegates for Tonga has also meant that the Secretariat has not yet had time to formulate its own comments and to have these distributed. The Secretariat therefore proposes to now circulate copies of this report to staff via the Staff Advisory Committee so as to obtain their comments. In addition, Management will be preparing its own comments on the report. These comments will be available to delegates on their arrival in Tonga.



Atanraoi Baiteke  
Secretary General



**REVIEW OF THE  
MANAGEMENT SYSTEMS  
OF THE  
SOUTH PACIFIC COMMISSION**

August 1991

## FOREWORD

The 30th South Pacific Conference meeting in Noumea, New Caledonia in October 1990 commissioned a review of the Commission's management systems with a report to be available for the 15th CRGA and the 31st South Pacific Conference.

We are pleased to submit the report.

The terms of reference for the review were extremely broad, necessitating the focus on what the team perceived to be the most important issues. The thrust of the team's recommendations seek greater Commission attention to goals and direction, clearer managerial reporting lines, improved internal management communication and more effective monitoring of the work programme.

Some saw the review predominantly as an exercise to assess staffing levels and salary classifications for administrative and service units. Team comments on resources available to support services, are made in context to the broader issues of management, organisation, budget management and communication.

Many recommendations are far reaching and full implementation will be achievable only in the medium to long term. Nevertheless we believe it vital for the future well-being of the Commission that the recommendations are implemented. We have suggested a process for the implementation of recommendations.

The team would like to acknowledge the contribution of Commission management and staff with whom we had contact. We were impressed with their dedication and commitment, and the many positive and helpful comments made to us.

|                      |                                        |
|----------------------|----------------------------------------|
| Brian Smith          | (New Zealand Audit Office)             |
| Allison B Herrick    | (Consultant, US AID)                   |
| Navi Naisoro         | (Permanent Secretary, Fiji Government) |
| Jean-Michel Thornary | (Cour des Comptes, France)             |

23 August 1991

# REVIEW OF THE SOUTH PACIFIC COMMISSION MANAGEMENT SYSTEMS

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**SECTION 1**  
**DEVELOPMENT OF THE COMMISSION'S WORK PROGRAMME**

**101 Introduction**

Terms of Reference 1 required the team to examine and comment on the development of the Commission's Work Programme since 1985.

**102 Summary of Findings**

- The Commission is currently operating in the absence of a statement of Corporate Mission.
- The Commission would benefit from procedures to establish long-term objectives or to prepare and review programme plans and budgets in terms of agreed directions and priorities among programmes.
- Systems of evaluation - of projects, of sector programmes and of the work programme as a whole - could be improved.
- Co-ordination and negotiation of donor aid in the context of programme objectives and management needs is inadequate.
- The Commission has noted the progressive demands on support services imposed by the expanding Work Programme but has not yet established principles or systems to link programme and management decisions.

**Comments**

**103** The Commission does not have a readily identifiable Corporate Mission. For any potential project to be assessed, and for existing projects and programmes to be monitored, a clear, concise and well understood Corporate Mission or Plan should exist.

**104** At present, evaluation of work programmes is carried out through:

- The evaluation of one sector each year by a specialist reviewer, independent of the Commission.
- An annual review, by the CRGA, of the "Progress Report on the Work Programme."

The sector review process is sound. In-depth reviews, by specialists, provide a good assessment of the objectives and activities of that

## SECTION 1 DEVELOPMENT OF THE COMMISSION'S WORK PROGRAMME

particular sector. However, three factors lessen the effectiveness of sector evaluations:

- Over-long intervals between sector evaluations; for example, the work of the Community Education Training Centre has not been reviewed since 1983.
- The process is isolated; it does not address the balance between one sector and another.
- The results of the sector review are reported to non-technical persons.

The CRGA review on the "Progress Report" is not effective for evaluation purposes. The Report describes activities without relating them to achievement of objectives, evaluation of findings or issues requiring resolution. It is thus almost impossible for the CRGA, meeting as a committee of the whole, to reach conclusions on the previous year's work programme.

105 Other evaluation procedures could usefully be added, through;

- A policy to require interim or final evaluations within each project;
- Executive management analysis of current programmes, and comment on the appropriateness of proposed programmes.

106 The Conference deals with any or all matters, at all levels of detail or generality, and lacks guidance from the CRGA on broad matters of policy relating to finance and programme planning. Executive management operate without guidance on priorities among programmes.

It appears that far more attention is accorded to core budget by the CRGA and Conference than extra-budgetary items, which, in essence, drives the work programme. CRGA considers and approves the annual core budget without reference to the programme objectives or the work programme budget, which is considered separately.

107 The terms "core budget" and "extra budget" are no longer appropriate. The table in Annex 8 shows that in 1985 extra budgetary funds were approximately half of total Commission Funds. In contrast the Commission's 1991 budget indicates that extra-budgetary funding will comprise 68% of total funding. For 1992 this is expected to rise to 74%. Consequently, there needs to be a rethink in the way the total

**SECTION 1**  
**DEVELOPMENT OF THE COMMISSION'S WORK PROGRAMME**

Commission's budget is viewed, and in the terminology used.

- 108 The Commission's budget preparation process is not supported by formal review of work programme plans. As a result, plans are over-optimistic. The budget cycle begins very early, approximately 15 months before the start of the year. Preparation so far in advance presents two major problems - the uncertainty of sources of funding and the difficulty in estimating cost fluctuations and price level changes. Annex 9 illustrates the shortfall in actual extra-budgetary funds to that originally estimated.
- 109 Core budget is funding an increasingly smaller proportion of the Commission's work programme activities. This has come about through an expanded work programme, coupled with an increasing demand for support staff. However, core budget assessed contributions have not kept pace with these increases. The effect has been:
- No clear logic as to which activities are financed by core budget and which are financed by extra budget sources.
  - Inability to fully support work programme activities because of the pressure on core budget funding.

The Commission has sought to overcome the latter problem with a 6% administrative levy on extra budgetary funding. The levy is used to fund a variety of support staff positions. The Commission is presently considering increasing the levy to 10%. The administrative levy is not a satisfactory solution. The major disadvantage is the lack of transparency. There is no clear link between the levy and what donors receive by way of administrative support. Some work programmes will need greater support than the 6% levy provides; others may be less. It would be coincidental for an arbitrary funding-based levy to match the support provided.

- 110 The Work Programme is driven, to an extent, by the interests of donor agencies and the availability of donor funds. The magnitude of donor support for a given programme can also depend upon the dynamism of working relationships between a programme officer and a donor agency. There is insufficient time available to principal officers for donor consultation.



## SECTION 1 DEVELOPMENT OF THE COMMISSION'S WORK PROGRAMME

### 111 Conclusion

The absence of a Corporate Mission, the lack of co-ordinated procedures for programme planning and budgeting and the inadequacy of programme evaluation limit the effectiveness of the Commission.

### 112 Recommendations

That the Commission:

- (i) Prepare a Corporate Plan (refer Annex 2).
- (ii) Update its Consolidated Agreed Provisions to:
  - Incorporate an article stating its mission.
  - Outline the procedures for establishing, updating and evaluating the long-term objectives of work programmes.
- (iii) Appoint a Programme Review sub-committee which would review programme content, priorities and budgets. The sub-committee should comprise no more than seven persons; three CRGA delegates being the current CRGA Chairperson, the immediate past chairperson and the chairperson to succeed the present chairperson; and four highly qualified and senior technical persons drawn from around the Region specialising in fields of Commission activity.

The sub-committee would meet annually, and report to the CRGA.
- (iv) Introduce two budgets - the Administrative budget and the Work Programme Budget, replacing the present concept of core and extra budget.

Following a gradual changeover, the Administrative Budget will sustain expanded supervisory programme staff as well as improved internal support functions. Long-term Work Programme staff and direct support functions should be completely financed by the Work Programme Budget. Annex 6 shows the estimated effect of the shift between the Administration and Work Programme Budget.

**SECTION 1**  
**DEVELOPMENT OF THE COMMISSION'S WORK PROGRAMME**

Consequently the 6% administrative levy should be discontinued. Where a project requires additional direct support staff or other costs this requirement must be assessed and included in the project proposal to donors.

Decisions on the Work Programme Budget must depend on full analysis and consideration of:

- Relationship to long-term objectives and results of evaluations.
- Potential effect on the Administrative Budget.

Annex 3 shows the timing and the co-ordination of planning activities suggested as appropriate for the Commission.

- (v) Executive Management, in consultation with senior programme supervisors, should analyse, prioritise and comment on Work Programme activities and issues when submitting their report to the Programme Review Subcommittee.
- (vi) Continue with its evaluation of one sector yearly, with the reviewer's report discussed with the Programme Review Subcommittee.
- (vii) Add a position of Aid Co-ordinator to ensure that donor attention is focused on Commission priorities and that each donor-funded project finances all necessary evaluations and support costs.

**SECTION 2**  
**ADMINISTRATIVE & SERVICE STRUCTURE**

**201 Introduction**

Terms of Reference 2 required the team to review the administrative and service structure of the Commission.

**202 Summary of Findings**

- The Commission's decision making is overly concentrated in Executive Management.
- The Commission lacks an appropriate management and reporting structure, resulting in inadequate communication and co-ordination.
- Many of the Commission's support services are badly stressed; at the same time work practices within support services are often outmoded.

**Comments**

*Centralisation of Decision Making*

- 203** Executive responsibility vested in the Secretary-General is delegated only to the Director and Deputy Director of Programmes, who are members of a management committee in which almost all powers and responsibilities are retained. Management Committee meetings involve the three top officers only.
- 204** Executive Management unnecessarily involve themselves in the minutiae of operations. For example, all incoming correspondence is passed through each of the three Committee members for review, before distribution to the actual officers. In addition Executive Management approve all requests for expenditure of funds, and authorise all duty travel. Because management's heavy involvement in detailed and repetitive work absorbs a large part of their time, the time available to address more fundamental issues facing the Commission is thereby limited.
- 205** The concentration of decision-making in top management has denied to the programme co-ordinators and other section heads the powers they should have to carry out their responsibilities. Co-ordinators, where appointed, have not been given any true management responsibility; nor are they actually expected to co-ordinate the various projects in their sector.

**SECTION 2**  
**ADMINISTRATIVE & SERVICE STRUCTURE**

- 206 Centralisation of decision-making appears to be part of the Commission's 'Corporate Culture', imbedded in an historical management style which has persisted despite the regular rollover of senior management. Yet the Commission's instructions to the Secretary General are sufficiently broad to allow flexibility in the way management operate.
- 207 Executive Management dedication and long hours are insufficient to handle the workflow. The increases in the number of activities and the number of staff highlight the need for more decision making at levels below executive management.

*Management and Reporting Structure*

- 208 Under the present organisation structure the responsibilities of the Director of Programmes and Deputy Director of Programmes are shared. The Deputy Director is responsible for administration, finance and some programmes, while the Director of Programmes is responsible for all other programmes. In practice, these arrangements are less clear than they would seem. Some Sectors are split. An example is socio-economic statistical services; the economists answer to the Director of Programmes, whereas their colleagues in statistics and demography are under the responsibility of the Deputy Director of Programmes. In some sectors, Management's dialogue is with a co-ordinator; in others, it is directly with a programme officer.
- 209 Too many people directly report to the Director and Deputy Director of Programmes. Even in a sector where there is a co-ordinator, it is not unusual for programme officers to deal directly with top management. This presents problems to both Executive Management and the sector programmes;
- It does not allow for effective programme co-ordination;
  - Management become overburdened; and
  - Some programmes may receive more attention than others.
- 210 Co-ordinators have not been appointed for all sectors. Even where they have been appointed, the co-ordinator's role is unclear.
- 211 Programme officers have minimal authority. All requests for expenditure, no matter how small, need approval at the highest level. Similarly for travel or administrative matters, little discretion is given to programme officers; even when restrictions have been imposed by the donor to a project, action within those restrictions is not allowed to the programme officer.

**SECTION 2**  
**ADMINISTRATIVE & SERVICE STRUCTURE**

*Communication and Co-ordination*

- 212 Formal co-ordination of programmes is non-existent. There is no forum for sharing information among programmes. Consultation among colleagues takes place informally but not in the form of regular meeting of Co-ordinators and Programme Officers with Management. Meetings of programme officers that began, several years ago were not continued.
- 213 Similarly communication is lacking between Management and support services. For example, management committee meetings involve only the top three officers. Input from administration and finance sections is not routinely sought, yet it is these sections which can offer specialist advice. Input from Programme Officers may or may not be available.
- 214 Physical separation of activities adversely impacts on their co-ordination. The separation of activities between Noumea and Suva is always going to present difficulties. However, physical separation of programmes within a sector is an area which should be addressed. For example in the Socio-economic sector, the statisticians, demographers and economists in Noumea are all located in different wings; part of the fisheries programme is in Suva.
- 215 Because Management does not have sufficient time to devote more attention to negotiation with donors, programme personnel devote a large measure of their time to the search for donor interest and commitment of funds. Individuals act without knowing whether or not they are in competition with a colleague or, indeed, in conformance with policy.

*Stressed Support Services*

- 216 Programmes have been growing rapidly without corresponding growth in support services. No support unit has been immune from the pressures.
- 217 The growth in staff numbers has imposed a heavy burden on the services of personnel, housing and maintenance. Delays in attending to housing and routine personnel matters are affecting staff morale, and are not conducive to good working relationships.
- 218 The growing number and size of programmes strains the finance, registry and publication sections. The growing number of meetings, workshops, and conferences compounds the problem. Sections now dedicate a large part of their capacities to servicing meetings, to the detriment of other functions that might be of equal or more importance.



### SECTION 2 ADMINISTRATIVE & SERVICE STRUCTURE

- 219 As the Commission is a technical assistance organisation dissemination of information is a vital task, yet the Commission does not have a structure or policies that satisfactorily provide information. The printing and publication section bears the brunt of information demand. The result is that production of technical and other publications are delayed, sometimes to the extent that they lose their relevance. For example, at the time of the review in April 1991, the latest "Pacific Impact" quarterly review of Commission activities was dated June 1990.
- 220 The Commission has no section devoted to preparation and management of conferences. For the conference and CRGA meetings various sections must all attend, but there is no overall organiser. For technical meetings, programme officers often must carry out all the organising. Since running a conference is not necessarily one of the skills brought to the Commission by Programme Officers, some achieve better results than others.
- 221 Comments on individual service sections are further addressed in Section 5 of the report.

#### *Outmoded work practices*

- 222 There is excessive paperwork within the Commission that reflects an overly bureaucratic style. For example:
- no fewer than four documents (including six copies of one document) need to be completed before travel can be finalised; and
  - incoming correspondence does not reach the action officer until the entire management committee has seen it.
- 223 Closely linked with the plethora of paperwork is the lack of delegation of authority and the perceived need for centralised control. Authority to commit funds, of any amount, is circumscribed by multiple levels of approval. Even though a project defines annual expenditure ceilings, and the project budget for the year has been approved, procurement of goods or services requires the signature of Programme Officer, Head of Programme or Co-ordinator, Finance Manager and two or three of the Executive Management. The requirements are so cumbersome that programme officers often short circuit the system by personally hand delivering documents through all stages of the process. This not only wastes the time of programme staff, but also the time of Finance and Management.

## REVIEW OF THE SOUTH PACIFIC COMMISSION MANAGEMENT SYSTEMS

### SECTION 2 ADMINISTRATIVE & SERVICE STRUCTURE

#### Conclusion

224 The key to improvements to the Commission's administrative and service structure are:

- More clearly defined roles for Executive Management.
- Appointments of sector managers.
- Delegations of authority to those managers.
- Reorganisation of services units to include a separate information services section.

#### 225 Recommendations

- (i) That the Commission define a new organisational structure that reflects a true separation of responsibilities between a Director of Programmes and a Director of Services. It is not proposed that a position of Director be established in Suva. Following appropriate delegation of authority, such a position will not be necessary.
- (ii) That the Commission reorganise its programme structure into five sectoral groupings; Fisheries, Health and Socio-Economic services (based in Noumea); Food and Materials and Community Education (including Media) based in Suva.

This will entail:

- Reallocating the integrated rural development programme from Socio-Economic Services to Food and Materials.
  - Relocating the Integrated Rural Development, Women and Youth Programme from Noumea to Suva; relocating Fisheries training from Suva to Noumea; and
  - Appointing an aid co-ordinator.
- (iii) That a programme manager be appointed for each programme sector. The position of co-ordinator will no longer be necessary.
  - (iv) That the Commission reorganise its operations to ensure co-ordination among sectors through regular meetings of programme managers with top management.

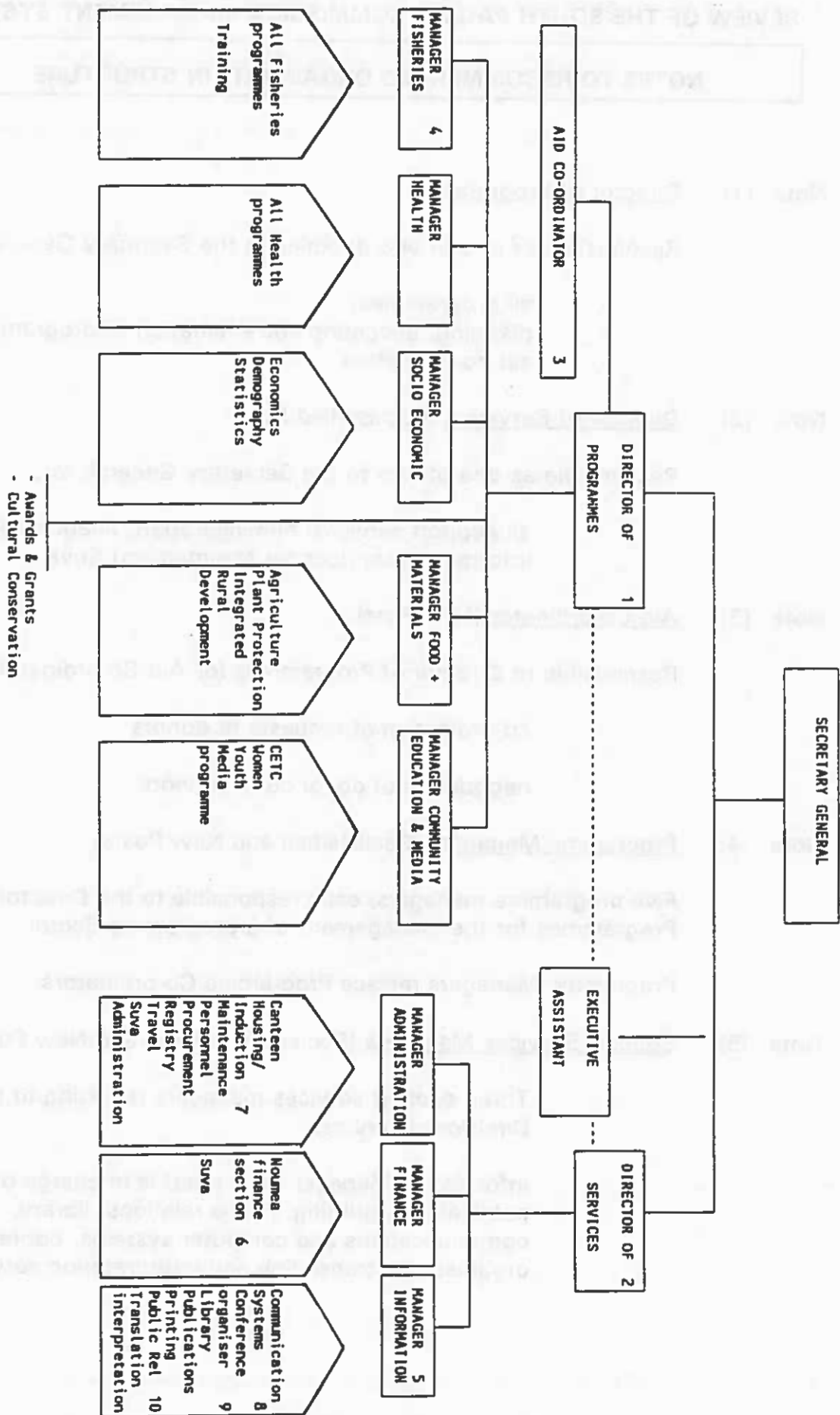


**SECTION 2**  
**ADMINISTRATIVE & SERVICE STRUCTURE**

- (v) That the Commission reorganise its support structure to:
- Establish a new Information Section, which will include separate subsections for conference organisation, public relations and a revamped communications systems section.
  - Disestablish the typing pool, with typists being reallocated to programme and support areas.
  - Augment the Finance Section with a position in Suva,

226 Organisation Chart; Charts showing the recommended structure are on pages 12 to 14.

# PROPOSED ORGANISATION STRUCTURE



Notes: 1 to 10; Refer to following pages

## REVIEW OF THE SOUTH PACIFIC COMMISSION MANAGEMENT SYSTEMS

### NOTES TO RECOMMENDED ORGANISATION STRUCTURE

Note (1) Director of Programmes

Responsible as one of two deputies to the Secretary General for.

- all programmes
- planning, budgeting and evaluation of programmes
- aid co-ordination

Note (2) Director of Services: (Reclassified Post)

Responsible as one of two to the Secretary-General, for;

- all support services; administration, finance and information services for Noumea and Suva.

Note (3) Aid Co-ordinator (New Post)

Responsible to Director of Programmes for Aid Co-ordination for:

- co-ordination of requests to donors
- negotiation of donor commitments.

Note (4) Programme Managers (Reclassified and New Posts)

Five programme managers, each responsible to the Director of Programmes for the management of a programme Sector.

Programme Managers replace Programme Co-ordinators.

Note (5) Support Services Managers (Reclassified Posts and New Posts)

- Three support services managers reporting to the Director of services.
- Information Manager (new post) is in charge of publications, printing, public relations, library, communications and computer systems, conference, organisation, translation and interpretation services.

## REVIEW OF THE SOUTH PACIFIC COMMISSION MANAGEMENT SYSTEMS

### NOTES TO RECOMMENDED ORGANISATION STRUCTURE

- Administration Manager retains responsibility for personnel functions, housing and induction, procurement, travel, registry, maintenance and canteen. Administration Manager is a change of title for the Senior Administration Officer.

Note (6) Finance Officer in Suva (New Post)

Responsible to the Finance Manager in Noumea for financial management in Suva.

Note (7) Induction Officer (Reclassified Post)

Responsible to Administration Manager for orienting new staff and assisting in search for housing and negotiation of leases. Must be bi-lingual and knowledgeable about Noumea housing conditions.

Note (8) Communications and Computer Systems Manager (Reclassified Post)

Responsible to Information Manager for communication policy and all electronic and computer installation, management and linkages. The post reclassifies and widens the responsibility of the computer manager.

Note (9) Conference Organiser (New Post)

Responsible to Information Manager for obtaining and managing all services required for workshops, seminars and conferences some of which (eg interpretation) will be internal, others obtained commercially.

Note (10) Public Relations Officer (New Post)

Responsible to Information Manager for internal and external public relations and the promotion of the Commission's image regionally and internationally.

SECTION 3  
SYSTEMS OF MANAGEMENT

301 Introduction

Terms of Reference 3 of the Management Review was the review of the systems of management for the Commission's human, financial and physical resources.

302 Summary of Findings

- Management of the Commission's human resources has significant weaknesses through:
  - inappropriate recruitment procedures
  - poor personnel appraisal system
  - unclear policy on staff training
- Management of the Commission's financial resources is being adversely affected by:
  - the variety and extent of required reporting to donors
  - unnecessarily early timing of the budget process.
- Management of the Commission's physical resources is handicapped by a lack of modern technology, inadequate control over furniture and equipment, and under utilisation of facilities in Fiji.
- The Commission's staff rules and financial regulations require amendment and consolidation.

Comments

*Recruitment of Personnel*

303 Recruitment for the top positions under the Secretary-General is confined to nominees put forward by member countries. The positions are not advertised. As the Commission is a non-political technical assistance agency, it would be advantageous if it could cast a wider net to attract to top management positions applicants with a range of managerial experience and qualifications. In addition there is, at present, no shortlisting of the candidate or interviews to assess suitability. Again, it is desirable that, for positions of such importance, the selection process should be as rigorous as possible.

304 In respect of other positions in the Commission, similar weaknesses are

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apparent. Delays in recruitment of programme officers have adversely affected programme implementation. Recruitment is sometimes completed without consultation of section heads. For core budget positions, advertising is by way of savingsgrams, which appear to reach a limited audience.

- 305 The period of contracts for top management positions under the Secretary-General is too short. Three year contracts, as opposed to contracts of longer periods, have disadvantages;
- more frequent costs of appointment and termination.
  - it affects continuity of operations, particularly if both officers leave in the same year.
  - loss of operating efficiency because of the time needed to gain familiarity with Commission activities.
- 306 Newly appointed officers do not receive adequate induction when they arrive at the Commission. There is no formal system or resources devoted to settling in new officers and their families. This is especially relevant in Noumea, where the local conditions are unfamiliar to most appointees.

#### *Performance Appraisals*

- 307 Present procedures for performance appraisals are unsatisfactory. The appraisal form in use, appears to be intended mainly to approve annual salary increments. Often appraisals have not been discussed with officers, and completed appraisal forms have not been given to them.
- 308 Appraisals are not related to the projects, or specific work of staff, and do not link to project or personal objectives.
- 309 The appraisal system does not help in personal development, or contribute to improved performance.

#### *Staff Training*

- 310 There is no clear Commission policy on the provision of staff training; what form should it take, the extent of training and to whom it would be applicable.
- 311 Current policy appears to be that it is inappropriate for the Commission to provide professional training to programme staff, but that other types of training may be approved on a case-by-case basis.

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- 312 In practice, training of staff in specific skills (for example computer skills) is piecemeal and inadequate. The lack of language training is inconsistent with the bilingual policy of the Commission.

*Financial Management*

- 313 Since late 1990, there have been no regular internal financial reports on programme expenditure. Previously programme officers were receiving monthly reports giving up-to-date expenditure for each programme. Several reasons were cited as to why this had lapsed; lack of experienced personnel, and the increasing demands for donor financial reports.
- 314 The lack of experienced personnel is of concern, particularly in the area of programme accounting. The situation has been worsened with the resignation of the Finance Manager in May 1991. Finance staff have been working extended hours, yet are barely able to cope with day-to-day workflows.
- 315 Commensurate with the increase in extra-budgetary funding is the demand for financial reports to donors. In 1980, there were only one or two reports to donors on extra-budgetary funds. By 1990, the figure was in the hundreds. Moreover, donors have different requirements as to what level of detail is reported, the format of reporting and the timing of reports. It is no surprise that the preparation of donor reports is falling behind.
- 316 Programme staff in Suva are starved of financial information on their projects. The Commission has been moving to establish a stronger finance operation in Suva which would be able to process, store and report data for Suva-based activities. This move is supported, especially as over Fiji \$2 million a year is disbursed through Suva.
- 317 The budget document, as one of the principal outputs of Finance, is comprehensive and easy to follow. However, its effectiveness is limited by overly-early preparation and overly optimistic inclusion of projects. An analysis of the 1992 budget submitted to the May 1991 CRGA shows that for 62% - almost two-thirds - of anticipated extra-budgetary expenditure, no funding source had been found. This undermines the credibility of the budget as a reliable plan for the ensuing years activity.
- 318 The fragile financial position of the Commission is another major concern. Although the Commission's financial statements for the year ended 31 December 1990 is not yet finalised, it is expected that the core budget will be in deficit. Furthermore, it appears that several extra-budgetary



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programmes have been incurring large deficits, and these are being financed by extra-budgetary programmes which have funds in hand. The delay in preparation of the annual balance is also of concern, as is the lack of more up-to-date figures on the Commission finances.

#### *Management of Physical Resources*

- 319 Physical resources are defined as the assets (buildings, equipment and furnishings) owned or used by the Commission.
- 320 The largest building is the pentagon complex in Noumea. In view of the CRGA sub-committee considering options for a new headquarters, the Review Team did not look at this area.
- 321 The CETC facility in Suva is underutilised. Although it can accommodate 36 residential students, only 26-28 have been on campus in recent years. No effort is made to recruit day students. During the long holiday the facility could be used by other elements of the Commission or by outside organisations on a fee basis.
- 322 Completion of a physical inventory of office and household furnishings is long overdue, as is reconciliation of physical and financial records. Suspected losses in household items cannot be charged to tenants because no initial stocktakes were performed. The Commission has borne the loss.

#### *Staff Rules and Financial Regulations*

- 323 The staff rules are comprehensive, and in the main, sound. They have not, however, been kept up-to-date, or consolidated. Rule IV.4(6) - the 6 and 10 year rule - is not clear. It creates doubt on long term employment, particularly for locally appointed administrative staff, and the rule is capable of being interpreted in any way desired. The rule should be clarified; a suggested amendment is recommended in paragraph 333.
- 324 The financial regulations need a complete revision. The present regulations were, notwithstanding the amendments made in 1988, framed when the Commission's financial activity was smaller and principally through the Core Budget. It provides for centralised control, and assumes that the cash basis of accounting is appropriate.
- 325 In the light of recommendations made in this Report, the Commission should revise financial regulations to reflect

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**SYSTEMS OF MANAGEMENT**

- changes in the budget process
- delegations of authority
- the refocus from core and extra budget to administrative and work programme budget
- a move to accrual accounting.

**Conclusions**

- 326 In most organisations people are the most valuable resource. The Commission is no exception. Therefore it is important to have in place the best possible system of managing that resource. The Commission needs to re-think its recruitment, training and appraisal procedures to better manage its staff.
- 327 The Commission's financial management is pressured through an expanded workload, combined with inexperienced staff. Vital tasks are being delayed, or not performed at all. An overriding problem is the limitation of financial regulations within which the finances are managed.

**Recommendations**

**328 *Recruitment***

- (i) That appointments to Director of Programmes and Director of Services be widely advertised. A small sub-committee of the CRGA, together with the Secretary-General, should shortlist, and interview applicants and select the successful candidate.
- (ii) That the term of office for Director of Programmes and Director of Services be four years.
- (iii) That notification of professional and managerial vacancies be advertised in regional publications.
- (iv) That recruitment of all positions begin early enough to ensure an overlap with predecessors.
- (v) That an induction officer be appointed to ensure adequate familiarisation and housing settlement for all non-local appointments.

**329 *Personnel Appraisal***

- (i) That a new personnel performance appraisal system be introduced

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which will link project objectives and personal objectives set at the start of the appraisal period.

- (ii) That staff appraisal be the responsibility of Programme Managers; Managers will be appraised by the relevant Director.

**330** *Staff training*

- (i) That policy for professional attendance at conferences and training programmes be clarified.
- (ii) That staff training policy be formulated which encourages training in specific skills, including language training.

**331** *Financial Management*

- (i) That a suitably qualified accountant be appointed in Suva to undertake all accounting functions.
- (ii) That the procedure for budget preparation is changed. (Refer Annex 3).
- (iii) That steps are taken to ensure that donor funds in credit are not used to temporarily finance other projects.

**332** *Physical Resources*

That full utilisation of the CETC be encouraged by budgeting for a full student complement and advertising the availability of the facility during the holidays.

**333** *Rules and Regulations*

- (i) That staff rules be consolidated to incorporate all updates.
- (ii) That the '6 and 10 year' rule be amended to the effect that further employment of non-local administrative staff should be notified to the Conference after three contract periods (9 years), with the existing provisions for the six year rule to remain unchanged.

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SYSTEMS OF MANAGEMENT**

- (iii) That consequent to changes in the Commission's organisation structure and mode of operation, revised financial regulations should be considered by a CRGA sub-committee which also includes Director of Services, Manager - Finance, and the Commission's auditor.

**SECTION 4**  
**CAPITAL REQUIREMENTS & PRIVATISATION OF SERVICES**

**401 Introduction**

Item 4 of the Management Review terms of reference required a review of the Commission's capital equipment requirements and procurement procedures as well as considering the desirability of privatising any services of the Commission.

**402 Findings**

- The overriding capital requirement of the Commission is a modern well equipped headquarters, which will promote better integration, communication, performance and morale.
- The Commission lacks policy guidelines covering office automation and use of communication technologies.
- A good potential exists for privatisation. Commercial sources can provide services now covered by Commission staff. Certain skills and products of the Commission can be marketed without lessening effectiveness of operations. The headaches and costs of providing housing for all staff members can be reduced by adopting a policy of housing allowances.

**Comments**

***Capital Requirements***

- 403** The existing Commission headquarters building is old, cramped, expensive to maintain and not conducive to operational efficiency. This situation has been recognised for some time. A CRGA sub-committee is looking at the headquarters reconstruction. Without wishing to influence the sub-committees or the CRGA on the options available, the review team notes that a new working environment is urgent and would be of immeasurable benefit to the Commission.
- 404** Linked to new headquarters is the refurbishment and office equipment which will be required. It would be inappropriate for old furnishings in the present headquarters to be used in the new building.
- 405** The Commission utilizes a wide variety of office automation, computers and communications technologies. However, there is no policy regarding systems integration and networking of information. Much of the present paper-shuffling could be eliminated by electronic mail, or a messaging system.

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CAPITAL REQUIREMENTS & PRIVATISATION OF SERVICES

*Prospects for privatisation*

- 406 Present housing arrangements are unsatisfactory. The Commission's rental costs are soaring as new staff are placed into privately rented houses in high cost neighbourhoods in close proximity because Commission houses are fully tenanted. Private house rentals are commonly around 2 million cfp a year. Some projects bear the high cost of private rentals, while others incur a relatively light charge where the Commission housing is used. Perhaps the most persistent problem is the Commission's continuous involvement with staff and landlords in assigning and servicing the rented houses.
- 407 The Commission should, therefore, introduce a scheme which allows more flexibility for staff, but reduces the administrative onus on the Commission. A housing allowance plan would be such a scheme. It would incorporate:
- Establishing rental ceilings based on market surveys, for required types and sizes of houses;
  - Paying housing allowances based on a percentage of that ceiling; and
  - Having a housing/induction officer who would be available to advise and assist the employee in selecting a house and negotiating a lease. The lease should be in the name of the employees who would be responsible for paying the rent, and for any further dealings with the landlord.
- 408 The Commission's medical scheme cost is high and requires considerable administrative effort. For core budget staff alone, the Commission has had to allocate 125,000 cfp units over the past two years to cover the shortfall of employee deductions against medical costs. Extra budgetary medical costs cannot be readily ascertained, as medical costs are charged directly to projects. Consequently, should a large medical claim arise for a staff member on an extra-budgetary project then that project could be left financially strapped. There is a large administrative effort in managing the scheme. Claims for reimbursement have to be checked, and Finance processes claims through employee accounts. Furthermore clerical people are required to make decisions on medical matters. This is clearly inappropriate.
- 409 The Commission should review the cost of the present 'full cover' scheme and compare it with what is available through private health



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insurance schemes. The criteria for a revised medical scheme should be:

- Minimal or no administrative commitment;
- A predetermined subsidy limit to be borne by the Commission; and
- A pooling of the risk to guard against large claims to individual projects.

410 There is potential for greater privatisation and competitive pricing of travel bookings. There has been little attempt to find the best deals or to watch out for Commission interests. It is noted, for example, that despite the amount of business transacted with the Commission's main travel agent in Noumea, the agent has not yet refunded, at the time of the review, over 10 million cfp of cancelled bookings.

411 The Commission should;

- Invite travel agents to bid competitively each year for the privilege of using Commission space to provide services for official and personal travel; and
- Periodically conduct a sample survey to ascertain whether the agent currently under contract is providing service at competitive prices.

412 Rationalising maintenance services is dependant on the decision on a new headquarters building. In a new building, required maintenance will only be a fraction of that presently needed on the pentagon. After a move to a new building, a competitive process to contract cleaning, maintenance and security services would be appropriate. Contracts should be on 1 - 2 year basis to allow for competitive renewal.

413 There is scope for at least two Commission activities to be used for outside hire. The interpretation service could do more to service the needs of other organisations. The funds earned may be sufficient to enable more translation resources to be obtained. Similarly the media centre, in the time not dedicated to the needs of the Commission, could produce video, broadcast and graphic materials for other users.

414 As noted previously the CETC facility at Narere, Fiji is underutilized. Even though the period between residential courses includes Christmas, the Commission should advertise that the complex could be rented to organisations requiring teaching and residential facilities.



**SECTION 4**  
**CAPITAL REQUIREMENTS & PRIVATISATION OF SERVICES**

415 Substantial savings are possible for printing and reproduction. The team recognised the high quality and readability of Commission publications, and it is important that the Commission control the quality of documents going out under its name. Nevertheless available data indicated that the use of printing firms in Fiji and elsewhere would provide considerable cost savings.

416 Conclusion

A more businesslike attitude should be adopted in the provision of the Commission's services. Present arrangements tend to follow historic practice, and do not address the problems of increasingly costly and unproductive work being handled in-house.

416 Recommendations

That the Commission:

- (i) Ensure that plans for reconstruction of headquarters include installation of full capacity for electronic communication and a full complement of work stations, printers and other equipment;
- (ii) Establish a communications and information policy to be formulated and implemented by a small committee of experts and users;
- (iii) Review its policy on Housing and Medical Benefits in terms of paragraphs 407 and 409;
- (iv) Immediately act to invite competitive bids for the provision of travel services (paragraph 411);
- (v) On completion of headquarters reconstruction, seek commercial sources for maintenance, cleaning and security services;
- (vi) Institute a policy of encouraging hiring out of specialist services, provided that the needs of the Commission are regarded as paramount; and
- (vi) Obtain quotes for services from commercial firms for printing and reproduction work.

**SECTION 5**  
**OBSERVATIONS ON THE OPERATIONS OF THE COMMISSION'S**  
**ADMINISTRATIVE AND SERVICE UNITS**

**501 Introduction**

The Review Team's terms of reference included a consideration of the workload and organisation of existing administrative and service units, and to recommend appropriate improvements to meet needs. Section 2 of the Report lists the summarised findings and recommendations relating to the overall administrative and services structure. This part of the Report lists the observations and comments of individual administrative and service units.

**502 Units Surveyed**

Administration - Personnel  
- Registry  
- Travel  
- Canteen  
- Maintenance  
- Maintenance Technician  
- Typing pool  
- Suva

Library

Publications and Printing

Translation and Interpretation.

The operations of the finance unit have been mentioned in Paragraphs 313 to 318 of the Report.

**Administration-Personnel**

**503 Observations**

In addition to matters already raised in the report regarding staff appraisals, staff recruitment and induction, it was observed;

- Much personnel time has been used in handling housing queries, assignments and multiple moves of personnel.

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- Leave application processing is falling behind
- Preparation and renewal of staff and short-term contracts is often hurriedly prepared, which sometimes leads to mistakes in contracts
- General filing is not up-to-date.

The overall impression is that the constant need to catch-up creates an inefficient work approach, as jobs are not tackled in an orderly fashion.

504 *Recommendation*

- The appointment of a housing/induction officer, and a change in housing policy will free resources to allow a smoother operation.

Administration - Registry

505 *Observations*

- Over the past three years Registry's workload has dramatically increased. In 1988 there were 47,374 external communications; in 1990 the number had more than doubled to 97,993. Projections for 1991 are well over 100,000. Consequently registry staff have been working under intense pressure. This pressure will ease when SPREP moves to another location.
- Registry's work practices are out-moded. The practices reflect the present organisation structure and reporting lines.
- Technology is not being used to best effect. For example staff are manually feeding fax machines at the most costly time of the day.
- No archive records have been sorted since the inception of the Commission. Storage of approximately 20,000 old files is not protected by air conditioning or insect proofing.

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**506** *Recommendations*

- Reduce the circulation of correspondence. Instead of circulating all correspondence first through each three members of executive management, it should be sent directly to Programme Managers, with a copy to the appropriate Deputy to the Secretary-General.
- Purchase a more sophisticated fax machine which will automatically send non-urgent faxes at night (at half the existing rate), and automatically record the cost to the sender.
- Establish a database system to record incoming and outgoing correspondence, assign action and follow up actions overdue. This will replace the manual-intensive bring-up system, file cards and file references.
- Appoint an archivist to a temporary position for up to one year to identify, catalogue and save all important documents.

**Administration - Travel**

**507** *Observations*

- The travel section workload has increased markedly from 1985 to 1990. The section processed 357 travels in 1985, rising to 535 in 1990. Despite working extra hours, travel staff are hard pressed to cope with demand. Routine, but important, jobs such as claiming refunds from airlines are falling behind.
- There are cumbersome work practices. For example to complete travel arrangements, the Principal Officer's authority is needed twice and no fewer than four documents (including one of six copies) must be completed. Another example is that although the section has a computer terminal, because there is no access to a printer, duplicate entries are made on typewriter.
- The travel section handles conference and meeting arrangements, and some personal travel, in addition to staff duty travel. The total workload, at its current magnitude, places an unnecessarily heavy burden on the section.

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**508** *Recommendations*

- Streamline the workflow and reduce the paperwork by delegating and simplifying travel approvals.
- Obtain necessary equipment such as a printer.
- Offload conference, seminar and workshop arrangements to a Conference Officer.
- Invite travel agents to bid competitively each year to provide services for official and personal travel (refer paragraph 411).

**Administration - Canteen**

**509** *Observations*

- Too much time is spent on Canteen operations. A canteen advisory committee regularly meets in official time.
- The Commission does not fully recover from the canteen the costs of administration. While direct costs such as electricity and canteen wages are charged to the canteen, administration and finance time is not.

**510** *Recommendations*

- The canteen advisory committee should meet outside official hours, as the affairs of the Canteen should not interfere with the running of the Commission.
- The canteen should be charged with overhead costs that reflect the time spent by the administrative and financial sections on canteen operations.

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Administration - Maintenance

511 *Observation*

The Commission's maintenance section is large in relation to the number of employees. However, while the Commission remains in the existing headquarters, and the present housing policy continues, high maintenance will be required.

Administration - Maintenance Technician

512 *Observations*

- Almost all technical maintenance is undertaken by one person. With the increase in the number of meetings at which sound equipment is required, together with the large increase in the number of computers and other electronic equipment, the workload far exceeds the resources available.
- The Commission has around 20 different brands of computers. In Noumea the capability to service and maintain computers is limited to a few makes. Consequently malfunctioning equipment is often unable to be quickly repaired, or spares are unavailable locally.
- Present Conference sound facilities in Noumea are dependant on a system which is old, fragile and needs to be manually switched.

513 *Recommendations*

- Establish an additional position of Electronics Engineer, who would be a trained electronic specialist.
- Establish guidelines on the purchase of electronic and computer equipment to ensure flexibility for local repair and maintenance, and compatibility with equipment already on site.
- Replace the Conference sound system with a modern portable version, capable of automatic switching.



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Administration - Typing Pool

514 *Observations*

- Users of the typing pool have expressed varying degrees of dissatisfaction with the typing service. Criticism was not of the typing staff or their standard of work but of the problems posed by competing demands and inability to complete work promptly.
- Although typing pool staff are on different gradings, each is doing the same work. Staff do not develop the specialised knowledge that would accrue from dedication to one programme or section.

515 *Recommendations*

- Disband the typing pool, and
- Reallocate francophone specialist typists to translation and interpretation, and reallocate other typists to programmes and sections in particular need of services.

Administration - Suva

516 *Observations*

- Administrative work has been hampered by the amount of accounting work undertaken, and also a lack of communication with Noumea.
- The Suva Office is working excessive overtime. Between October 1990 and March 1991, 1637 overtime hours were claimed, an average of 11 hours a week for each person. This is unacceptable; the cost of this overtime is more than the cost of an extra employee.

517 *Recommendation*

- The appointment of a specialist accounting officer in Suva will reduce the workload on administration; consequently overtime should not be necessary.



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Library

**518** *Observations*

- Increases in Work programme activity, numbers of publications circulated and development of databases have increased the library's workload. The library estimates there is a 10 month work backlog.
- There are cramped conditions and lack of private workspace for staff or clients which is detrimental to efficient library operations.
- Budgetary constraints are limiting the effectiveness of the library. For example, in 1990 only 38 books could be purchased from the library budget of 4590 cfp units. Although books were purchased from other budgets this figure is very low.

**519** *Recommendations*

- Organisationally, the library should form part of an Information service grouping which will allow for better role definition, and integration of activities.
- Additional budget resources should be made available to, firstly, hire one further staff member to clear the backlog and meet the increased workload, and secondly, for library acquisitions.

Publications and Printing

**520** *Observations*

- The variety and extent of work allocated to employees in this section has inevitably led to large backlogs of work. Duties such as taking notes of Conference and CRGA proceedings reduce the time available to edit and print publications.
- The bottleneck at publication and printery, adversely impacts on the effectiveness of those programmes which rely on timely and regular publication of information and activities. The increasing

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demands for publication and printery work for meetings and conferences has led to further delays in attending to Work Programme publications.

- The workload has increased considerably over the past few years without commensurate increases in staffing.

**521** *Recommendations*

- Publications and Printery should form part of an Information Section.
- Public relations and Conference duties should be reallocated to other units in the Information Section.
- An additional editorial assistant to the publications officer should be appointed.
- Install a networked or multi-terminal computer, including modern multi-user desk-top publishing software.
- Streamline work practices through continuing efforts to reduce size of documents for meetings and reducing, where possible, the number of copies of each document.
- Use competitive outside services for printing and reproduction.

**Translation and Interpretation**

**522** *Observations*

- There is a significant backlog of documents which require translation from English to French. At 31 December 1990 a total of 1516 pages remained outstanding. This represents about six months translation work. Publications represented 83% of the backlog, as opposed to technical or meeting reports.
- Interpretation requirements have been satisfactorily covered. The Commission has assigned interpreters to translation (to the detriment of their ability to prepare for translation duties) and has

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been able to provide interpreting services for meetings organised by other bodies.

**523** *Recommendations*

- As the Commission is a bilingual organisation, it is important that additional resources are obtained to ensure translation of documents into both languages is up-to-date. Additional resources could be funded by interpretation, servicing the needs of other organisations, and charging professional fees.
- The suggested allocation of Francophone typists from the typing pool to translation, will free more resources for translation services.

## ANNEX 1 IMPLEMENTATION OF RECOMMENDATIONS

### OVERSIGHT OF IMPLEMENTATION

In view of the far reaching nature of many recommendations, and in recognition that the recommendations, if agreed, will take several years to implement it is suggested that Commission appoint an implementation committee. The Committee would be a CRGA subcommittee consisting of no more than four persons. The committee would comprise of CRGA delegates, one of whom should chair the Committee, and at least one of the Principal Officers of the Commission.

The Committee would report progress on implementation to CRGA meetings and the South Pacific Conference.

### SUGGESTED PRIORITIES FOR IMPLEMENTATION

- |                                  |                                                                                                                                                                                                                                                                                                                       |
|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PHASE 1:<br>(immediate priority) | <ul style="list-style-type: none"><li>- Begin Corporate Planning</li><li>- Revise organisation structure</li><li>- Improve recruitment procedures.</li><li>- Appoint Directors, Programme Managers and other positions.</li><li>- Competitively tender for travel services.</li></ul>                                 |
| PHASE 2                          | <ul style="list-style-type: none"><li>- Appoint a Programme Review sub-committee.</li><li>- Introduce the Administrative and Work Programme Budget, on a revised cycle.</li><li>- Revise Financial Regulations.</li><li>- Relocate programmes.</li><li>- Establish a communications and information policy.</li></ul> |

## **REVIEW OF THE SOUTH PACIFIC COMMISSION MANAGEMENT SYSTEMS**

### **ANNEX 1 IMPLEMENTATION OF RECOMMENDATIONS**

- PHASE 3**
- Revise personal appraisal, and staff training policies.
  - Revise policies on housing arrangements and the medical scheme.
  - Implement remaining recommendations for administrative and service units.

**ANNEX 2**  
**CORPORATE PLANNING**

On page 4 of the report, the review team recommends that the Commission prepare a Corporate Plan, as the basis for its future activities.

This annex outlines the concepts and procedures which should be borne in mind when formulating a Corporate Plan.

**Corporate Plan Defined**

The Corporate Plan of the Commission will represent the formal and public agreement between the member administrations and the Commission which defines the Mission Statement, and objectives the Commission is committed to promote.

**Steps in the Corporate Planning Process**

- 1 The Commission's environment should be appropriately analysed in terms of both the current situation and anticipated changes to it.

This will involve

- Identifying the needs of the people and groups that the Commission serves; and
- Assessing the Commission's relationship to other South Pacific Regional Organisations, and international aid agencies operating in the Commission's environs.

- 2 Assessment of the Commission's capabilities to provide the identified needs.
- 3 Following Steps (1) and (2) the Commission's fundamental purpose - its mission statement - should be formally stated. The statement should be short but encompass the broad philosophy of the Commission.
- 4 The Corporate Plan should then detail the activities which will be undertaken to meet the Mission Statement. The objectives for each activity should be stated. The objectives must be consistent with the mission statement.
- 5 Corporate planning should also provide the mechanisms for reporting actual results against the objectives. Usually an annual report sets out performance of an organisation in relation to what was specified in the Corporate Plan.

**ANNEX 2  
CORPORATE PLANNING**

**Content of the Corporate Plan**

The essential contents of a Corporate Plan for the Commission would include.

- Profile and Role of the Commission
- Statement of Principles
- Environmental analysis
- Mission Statement
- Activities which will support and carry out the Mission Statement
- Objectives of the activities.

**Personnel involvement in Corporate Plan Preparation**

A Corporate plan of the Commission should be prepared by a 2 person team comprising:

- one of the principal officers of the Commission.
- an appointee of the South Pacific Conference.

A draft Corporate Plan should be discussed at the following CRGA, with the CRGA making recommendations to the next South Pacific Conference.

The timing of the Corporate Planning process would be liaised with the implementation sub-committee of the CRGA.

**Publication of Corporate Plan**

Following the approval of a Corporate Plan by the Conference, the plan should be published, and distributed to all member administrations, regional bodies and international aid agencies.



# REVIEW OF THE SOUTH PACIFIC COMMISSION MANAGEMENT SYSTEMS

## ANNEX 3 PROPOSED BUDGET PREPARATION AND APPROVAL CYCLE

| Persons Acting                                | Action Required                                                                                                                                                                                     | Previous Year |     |     |     | Operational Year |                    |     |     |     |          |     |         |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----|-----|-----|------------------|--------------------|-----|-----|-----|----------|-----|---------|
|                                               |                                                                                                                                                                                                     | Sep           | Oct | Nov | Dec | Apr              | May                | Jun | Jul | Aug | Sep      | Oct | Nov Dec |
| Conference                                    | Review Recommendations of CRGA<br>Approve Programme and budgets                                                                                                                                     |               |     |     |     |                  |                    |     |     |     | XX<br>XX |     |         |
| CRGA May                                      | Review total Programme funds to determine general directions and amounts for each sector<br><br>Review Support funds; include relation to Programme budget<br>Sub-committee to review and recommend |               |     |     |     |                  | XX<br><br>XX<br>XX |     |     |     |          |     |         |
| October CRGA                                  | Recommend to Conference                                                                                                                                                                             |               |     |     |     |                  |                    |     |     |     |          | XX  |         |
| Programme Review Sub Committee of CRGA        | Suggest sectors or projects for evaluation<br><br>Review evaluations and reports of technical meetings<br><br>Review SG's budget. Request needed analysis by FIM & DP<br><br>Prepare report to CRGA | XX            |     |     |     |                  |                    |     |     | XX  |          |     |         |
| Meetings of Government Technical Sector Heads | Establish or confirm their objectives for the sector                                                                                                                                                | Periodic      |     |     |     |                  |                    |     |     |     |          |     |         |
| Government Technical Sector Heads             | Advise own CRGA Representative on sector priorities and budget needs                                                                                                                                |               |     |     |     | XX               |                    |     |     |     | XX       |     |         |
| Secretary-General                             | Approve budgets for presentation to CRGA and its Programme Review Sub Committee                                                                                                                     |               |     |     |     |                  | XX                 |     |     |     |          |     |         |
| DP and DS with Manager Finance + Admin        | Review budget issues. Make recommendations to SG                                                                                                                                                    |               |     |     |     | XX               |                    |     |     |     |          |     |         |
| Aid Co-ordinator                              | Ascertain continuity of donor funding and future interests                                                                                                                                          | Continuous    |     |     |     |                  |                    |     |     |     |          |     |         |
|                                               | Negotiate donor financing for Support Services rendered                                                                                                                                             |               |     | XX  | XX  | XX               | XX                 |     |     |     |          |     |         |

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## ANNEX 3 PROPOSED BUDGET PREPARATION AND APPROVAL CYCLE

| Persons Acting                                  | Action Required                                                                | Previous Year |     |     |     | Operational Year |     |     |     |     |     |     |            |
|-------------------------------------------------|--------------------------------------------------------------------------------|---------------|-----|-----|-----|------------------|-----|-----|-----|-----|-----|-----|------------|
|                                                 |                                                                                | Sep           | Oct | Nov | Dec | Apr              | May | Jun | Jul | Aug | Sep | Oct | Nov<br>Dec |
| Finance Officer                                 | Update guidelines for Programme funding of Support Services                    |               |     | XX  |     |                  |     |     |     |     |     | XX  |            |
|                                                 | Assemble budget requests from section heads and prepare draft budgets          |               |     |     |     | XX               |     |     |     |     |     |     |            |
|                                                 | Analyse issues in Support and Programme budgets for presentation to Management |               |     |     |     | XX               |     |     |     |     |     |     |            |
|                                                 | Inform Aid Co-ordinator of needs for donor funds                               |               |     |     |     |                  |     | XX  |     |     |     |     | XX         |
| DP, DS and Aid Co-ordinator W/Progress Managers | Review constraints and possibilities in Programme budget; identify solutions   |               |     |     |     | XX               |     |     |     |     |     |     |            |
| All Programme Managers                          | Identify areas of mutual interest; co-ordinate budget requests                 |               |     |     |     | XX               |     |     |     |     |     |     |            |
|                                                 | Prepare draft sector budgets for review by FIN, SAO                            |               |     |     |     | XX               |     |     |     |     |     |     |            |
| Sector programme personnel of a sector          | Review sector needs, funding available and establish priorities                |               |     |     |     | XX               |     |     |     |     |     |     | XX         |
| Each Programme Officer                          | Review project needs and draft progress report                                 |               |     |     |     | XX               |     |     |     |     |     |     |            |

# REVIEW OF THE SOUTH PACIFIC COMMISSION MANAGEMENT SYSTEMS

## ANNEX 4 SUMMARY OF ADDITIONAL RESOURCES RECOMMENDED

| <u>Human Resources</u>                   | <u>Expected additional cost per Year</u> |
|------------------------------------------|------------------------------------------|
| <u>Executive Management</u>              | <u>Cfp Units</u>                         |
| Aid Co-ordinator                         | 75,000                                   |
| <u>Food &amp; Materials</u>              |                                          |
| Programme Manager                        | 80,000                                   |
| <u>Marine Resources</u>                  |                                          |
| Programme Manager                        | NIL<br>(replaces co-ordinator)           |
| <u>Community Health</u>                  |                                          |
| Programme Manager                        | NIL<br>(replaces co-ordinator)           |
| <u>Socio-Economic</u>                    |                                          |
| Programme Manager                        | 80,000                                   |
| <u>Community Education &amp; Media</u>   |                                          |
| Programme Manager                        | 80,000                                   |
| <u>Support Services - Administration</u> |                                          |
| Housing/Induction Officer                | NIL<br>(temporary position at present)   |
| Archivist (temporary position)           | 45,000<br>(one year only)                |
| Electronics Engineer                     | 60,000                                   |
| <u>Support Services - Finance</u>        |                                          |
| Finance Officer - Suva                   | 45,000                                   |
|                                          | Continued .....                          |

# REVIEW OF THE SOUTH PACIFIC COMMISSION MANAGEMENT SYSTEMS

## ANNEX 4 SUMMARY OF ADDITIONAL RESOURCES RECOMMENDED

Continued .....

| <u>Support Services - Information</u> | <u>Cfp Units</u>                     |
|---------------------------------------|--------------------------------------|
| Manager - Information                 | 65,000                               |
| Conference Organiser                  | 55,000                               |
| Public Relations Officer              | 45,000                               |
| Editorial Assistant                   | 45,000                               |
| Secretarial Assistant                 | 35,000                               |
| Library Assistant                     | 35,000                               |
| Total Estimate                        | (Yearly) 700,000<br>(one-off) 45,000 |

### Physical Resources

|                                                        | <u>Units</u><br><u>Approximate Cost</u> |
|--------------------------------------------------------|-----------------------------------------|
| Registry - upgraded fax machine }                      |                                         |
| - computer database }                                  | 9,000                                   |
| Library acquisitions                                   | 19,000                                  |
| Travel - Printer                                       | 2,000                                   |
| Conference                                             |                                         |
| Sound facilities                                       | 40,000                                  |
| Publication computer with desk top publishing software | 25,000                                  |
| Total Estimate                                         | 95,000                                  |

## REVIEW OF THE SOUTH PACIFIC COMMISSION MANAGEMENT SYSTEMS

### ANNEX 5 SUMMARY OF POTENTIAL COST SAVINGS TO THE COMMISSION

#### Short Term and Continuing

- Competitive tenders for travel service.
- Reduction in facsimile communication costs through off-peak transmission.
- Hiring out, where possible, the services of Interpretation, and Media Centre.
- Hiring out of the CETC facilities, when available.

#### Medium term

- Revision of housing arrangements.
- Revision of medical scheme.

#### Long term

- Reduction in maintenance costs, through contracting services (dependant on move to a new building).

**ANNEX 5**  
**SUMMARY OF POTENTIAL COST SAVINGS TO THE COMMISSION**

| <u>Budget Areas</u>              | <u>Shift Proposed<br/>From Core to<br/>Work<br/>Programme</u> | <u>Additional<br/>Resources<br/>Proposed for<br/>Administration<br/>/Support</u> | <u>Change in<br/>Cost to<br/>Administration/<br/>Support</u> |
|----------------------------------|---------------------------------------------------------------|----------------------------------------------------------------------------------|--------------------------------------------------------------|
|                                  | CFP UNITS                                                     | CFP UNITS                                                                        | CFP UNITS                                                    |
| <u>Executive Management</u>      |                                                               |                                                                                  |                                                              |
|                                  |                                                               | + 75,000                                                                         | + 75,000                                                     |
| <u>Food &amp; Materials</u>      | -                                                             |                                                                                  | -74,000                                                      |
| Programme Manager                |                                                               | + 80,000                                                                         |                                                              |
| Reallocation Typist              | + 28,000                                                      |                                                                                  |                                                              |
| Trop. Agriculturalist            | -74,000                                                       |                                                                                  |                                                              |
| Plant Protection Officer         | -90,000                                                       |                                                                                  |                                                              |
| Other costs                      | -18,000                                                       |                                                                                  |                                                              |
| <u>Marine Resources</u>          |                                                               |                                                                                  | -264,000                                                     |
| Deep Sea Fisheries               | -220,000                                                      |                                                                                  |                                                              |
| Other Costs                      | -44,000                                                       |                                                                                  |                                                              |
| <u>Community Health</u>          |                                                               |                                                                                  | -279,000                                                     |
| Reallocation Typist              | + 28,000                                                      |                                                                                  |                                                              |
| Education & Training             | -32,000                                                       |                                                                                  |                                                              |
| Materials                        |                                                               |                                                                                  |                                                              |
| NHETC - Advisory                 | -80,000                                                       |                                                                                  |                                                              |
| Services                         |                                                               |                                                                                  |                                                              |
| NCD                              | -6,000                                                        |                                                                                  |                                                              |
| SPEHIS - disease                 |                                                               |                                                                                  |                                                              |
| surveillance                     | -5,000                                                        |                                                                                  |                                                              |
| Epidemiology                     | -83,000                                                       |                                                                                  |                                                              |
| Rural Water supply               | -15,000                                                       |                                                                                  |                                                              |
| Environmental Health             | -86,000                                                       |                                                                                  |                                                              |
| <u>Socio-Economic Statistics</u> |                                                               |                                                                                  | -401,000                                                     |
| Programme Manager                |                                                               | + 80,000                                                                         |                                                              |
| Reallocation Typist              | + 28,000                                                      |                                                                                  |                                                              |
| Statistics section               | -245,000                                                      |                                                                                  |                                                              |
| Economics section                | -106,000                                                      |                                                                                  |                                                              |
| Rural Development                | -67,000                                                       |                                                                                  |                                                              |
| Demography                       | -91,000                                                       |                                                                                  |                                                              |

Continued ....

# REVIEW OF THE SOUTH PACIFIC COMMISSION MANAGEMENT SYSTEMS

## ANNEX 6 ESTIMATED EFFECT OF SHIFT BETWEEN ADMINISTRATION AND WORK PROGRAMME BUDGET

Continued ....

|                                       |            |           |            |
|---------------------------------------|------------|-----------|------------|
| <u>Community Education</u>            |            |           | -823,000   |
| Programme Manager                     |            | + 80,000  |            |
| Pacific Women's Bureau                | -141,000   |           |            |
| CETC                                  | -298,000   |           |            |
| Media Centre                          | -381,000   |           |            |
| Youth & Adult Education               | -111,000   |           |            |
| Reallocation Typist                   | + 28,000   |           |            |
| <u>Information Services</u>           |            |           | + 382,000  |
| Manager - Information                 |            | + 65,000  |            |
| Conference Organiser                  |            | + 55,000  |            |
| Public Relations Officer              |            | + 45,000  |            |
| Editorial Assistant                   |            | + 45,000  |            |
| Secretarial Assistant                 |            | + 35,000  |            |
| Library Assistant                     |            | + 35,000  |            |
| Library Purchases                     |            | + 19,000  |            |
| Reallocation Typists (3)              | + 83,000   |           |            |
| <u>Property &amp; Office Services</u> |            |           | -135,000   |
| Typing                                | -195,000   |           |            |
| Electronics Engineer                  |            | + 60,000  |            |
| <u>Finance Office</u>                 |            |           | + 45,000   |
| Finance Officer Suva                  |            | + 45,000  |            |
| TOTALS                                | -2,193,000 | + 719,000 | -1,474,000 |
|                                       | (1)        | (2)       | (3)        |

### Column

- (1) Represents total cfp units which are presently funded by Core Budget, but are proposed to be funded by the work programme.
- (2) Represents cost of additional resources as proposed in the Review .
- (3) Represents the net saving that would be made to the Administration/Support budget resulting from (1) + (2).



**ANNEX 6**  
**ESTIMATED EFFECT OF SHIFT BETWEEN ADMINISTRATION AND**  
**WORK PROGRAMME BUDGET**

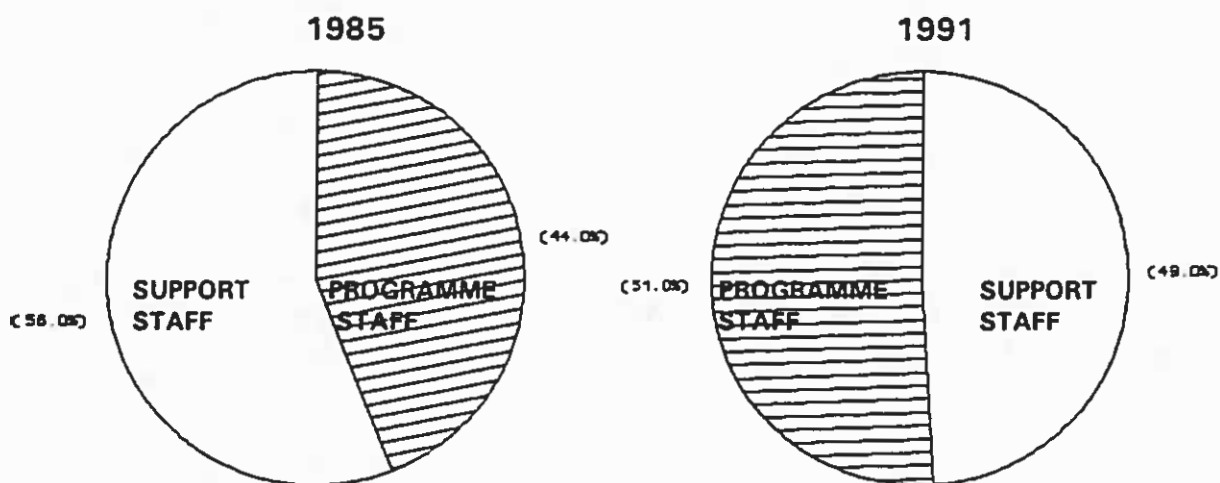
**Assumptions**

- The figures used are the 1991 budget figures as disclosed in the 'Proposed 3-year Integrated Work Programme and Budget 1991-93' submitted to the May 1990 CRGA.
- Additional resources include provision for travel and other salary-associated costs.
- No allowance has been made for potential administrative cost-savings.
- The schedule shows expenditure on an on-going basis; one-off costs, such as recommended purchase of equipment have been omitted.
- Organisational assumptions are:
  - A Programme Manager for each programme sector is funded from Administration budget and responsible to Director of Programmes.
  - Typing pool is redistributed to programme sectors and translation.
  - A new Information Services section is established.

# REVIEW OF THE SOUTH PACIFIC COMMISSION MANAGEMENT SYSTEMS

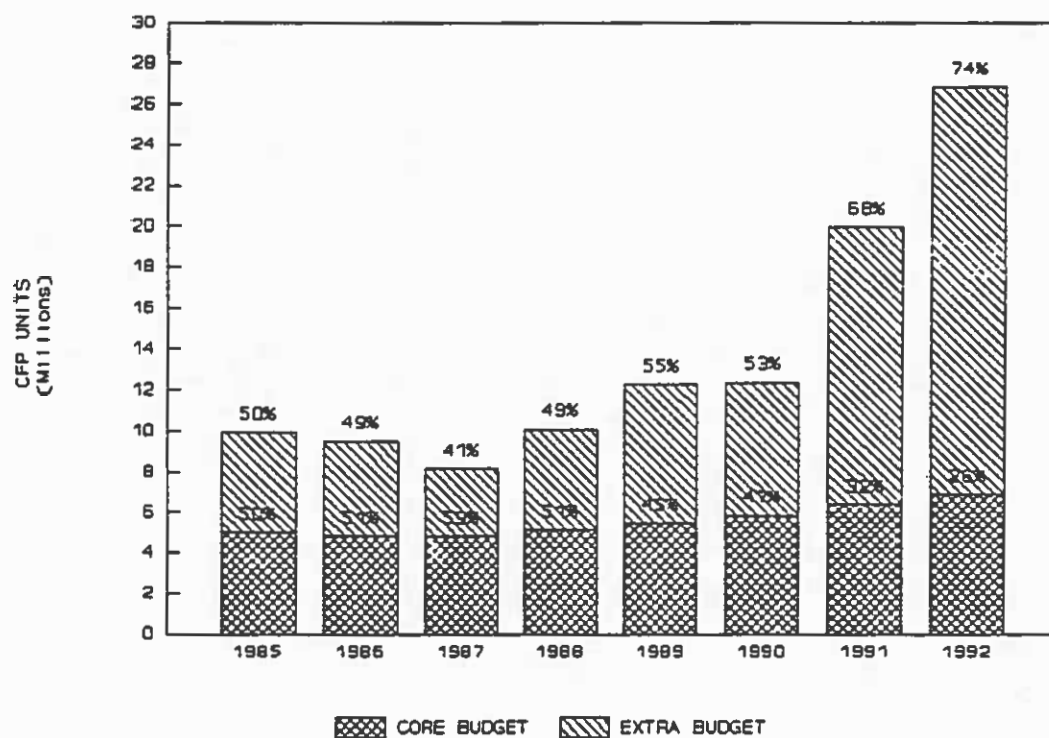
## ANNEX 7 SOUTH PACIFIC COMMISSION NUMBER OF PERSONNEL SERVICED BY SUPPORT STAFF 1985 - 91

|                                                 | 1985 | 1987 | 1989 | 1991 |
|-------------------------------------------------|------|------|------|------|
| <u>MANAGEMENT</u>                               | 3    | 3    | 3    | 4    |
| <u>PROGRAMME STAFF</u>                          |      |      |      |      |
| Food and Materials/Integrated Rural Development | 3    | 3    | 7    | 17   |
| Marine Resources                                | 16   | 17   | 27   | 32   |
| Environment Management and Rural Technology     | 9    | 9    | 5    | 14   |
| Community Health                                | 6    | 7    | 7    | 17   |
| Socio-Economic Statistics                       | 9    | 9    | 8    | 10   |
| Community Education/Services                    | 19   | 15   | 15   | 18   |
| SUB-TOTAL (PROGRAMME STAFF)                     | 65   | 63   | 72   | 112  |
| SUPPORT SERVICES                                | 79   | 91   | 91   | 106  |
| TOTAL                                           | 144  | 154  | 163  | 218  |



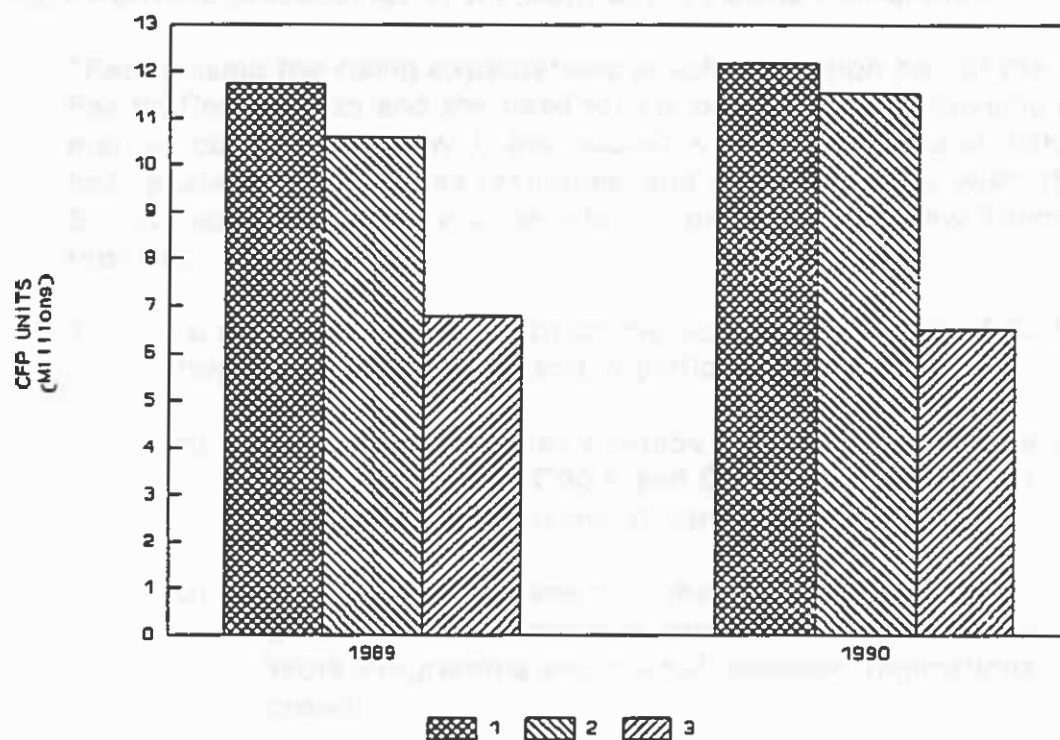


**ANNEX 8**  
**FUNDING OF TOTAL ACTIVITIES OF SOUTH PACIFIC COMMISSION**



- 1985 - 1990      - Actual Funding
- 1991            - Approved Funding
- 1992            - Proposed Funding

**ANNEX 9**  
**SHORTFALLS IN EXTRA BUDGETARY FUNDS**



- 1 Extra-budgetary originally identified as required in the SPC Budget.
- 2 Budget revisions of extra-budgetary requirements.
- 3 Extra-budgetary funds actually received.

## **REVIEW OF THE SOUTH PACIFIC COMMISSION MANAGEMENT SYSTEMS**

### **ANNEX 10** **TERMS OF REFERENCE OF THE REVIEW OF SPC MANAGEMENT** **SYSTEMS**

Extract from the proceedings of the 30th South Pacific Conference.

"Recognising the rising expectations which the region has of the South Pacific Commission and the need for the organisation to develop in a manner commensurate with the resources available to it and making the best possible use of those resources, and recognising the wish of the South Pacific Conference to be a fair employer, the Review Team will be required:

- 1 To examine and comment on the development of the SPC Work Programme since 1985 and in particular, to:
  - (a) examine procedures whereby the Work Programme is prioritised by the CRGA and Conference and where necessary, recommend improvements;
  - (b) examine and comment on the procedures which exist for the CRGA and Conference to consider the expansion of the Work Programme and the full resource implications of such growth;
  - (c) suggest possible new systems for longer term planning of programmes and resources;
  - (d) examine evaluation procedures and recommend ways in which to improve the link between programme performance and programme planning.
- 2 To review the administrative and services structure of the SPC and in particular:
  - (a) consider the workload and organisation of existing administrative and service units, and recommend appropriate improvements to meet needs;
  - (b) consider the staff function and grading implications of any recommended or likely functional changes to the SPC.
- 3 To review:
  - (a) the systems whereby the SPC's human, financial and physical resources are managed and in the case of human

**ANNEX 10**  
**TERMS OF REFERENCE OF THE REVIEW OF SPC MANAGEMENT SYSTEMS**

resources, associated training and recruitment;

- (b) the SPC rules, directives and regulations (including those covering financial transactions and assets) and their continuing relevancy to possible system changes which may be recommended.

**4 To review:**

- (a) the capital equipment requirements and procurement procedures of the SPC in the light of any recommended changes to the managerial, functional or physical structure of the SPC;
- (b) the desirability of privatizing any of the services of SPC.

**5 To report on the above matters in a clear and concise manner listing, on each occasion, the expected cost implications (capital and recurrent) of recommendations made."**