



**Coral Triangle Initiative  
on Coral Reefs, Fisheries and Food Security  
(CTI-CFF)**

**Attachment 6-1  
TRANSITION TO A PERMANENT CTI-CFF  
REGIONAL SECRETARIAT**

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Philippines, Solomon Islands, and Timor-Leste**



# Organisation Scenarios and Transition Plan for a Permanent Regional Secretariat for the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF)

Report Prepared for the CTI-CFF Coordinating Mechanisms Working Group with support from the Australian Government Department of Sustainability, Environment, Water, Population and Communities

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## **Disclaimer**

This report has been commissioned by the Australian Government Department of Sustainability, Environment, Water, Population and Communities to assist the Chairman and members of the Coordinating Mechanisms Working Group of the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security with the task of transitioning the current interim CTI-CFF Regional Secretariat to permanent Regional Secretariat status. It is solely for the use of Coordination Mechanisms Working Group. TierraMar Consulting Pty Ltd does not accept any responsibility to any other party to whom this report may be shown or into whose hands it may come. No representation or warranty (express or implied) is given as to the accuracy or completeness of the information contained in this report, and, to the extent permitted by law, TierraMar Consulting Pty Ltd, its members, employees and agents accept no liability, and disclaim all responsibility, for the consequences of you or anyone else acting, or refraining to act, in reliance on the information contained in this report or for any decision based on it. The information provided in this report is based on the best information and documentation available at the time of preparation. The views and opinions expressed in this publication are those of the author and do not necessarily reflect those of the Australian Government or the Minister for Sustainability, Environment, Water, Population and Communities.

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## 1 Executive summary

The Coral Triangle Initiative Leader's Declaration on Coral Reefs, Fisheries and Food Security was signed on 15 May 2009 in Manado, Indonesia leading to the decision to establish a Regional Secretariat to support and service the ongoing Coral Triangle Initiative on Coral Reef, Fisheries and Food Security (CTI-CFF) program implementation process. The Leaders Declaration calls for cooperative, coordinated action at regional and national levels by the six Coral Triangle countries and their partners to achieve the conservation and sustainable management of their coastal and marine resources. The establishment of a Regional Secretariat to catalyse, facilitate and strengthen CTI-CFF coordination mechanisms is an important step towards achieving the goals of the Leader's Declaration and the CTI-CFF Regional Plan of Action.

This report has been commissioned to assist the ongoing efforts of the Coordinating Mechanisms Working Group of the CTI-CFF to establish the permanent Regional Secretariat. It builds on work done to date to establish a sound legal basis and identify a basic organisation structure for the Secretariat. It emphasises the need for decisive action at the next round of Senior Officials Meeting (SOM) and Ministerial (MM) meetings on the adoption of the legal instruments establishing the Secretariat, its Staff and Financial Regulations and the Rules of Procedure for the SOM and MM governing bodies. The importance of signing a Headquarters Agreement with host country, Indonesia, is also emphasised as being essential to progressing Secretariat establishment.

In Part I of the report three possible structural scenarios together with indicative budgets have been developed to stimulate discussion and consensus on the size and focus of the new Secretariat and the likely level of investment required to support it in its initial stages. These are matched to the general terms of reference which have been developed for the Secretariat. The ability of the Secretariat to discharge those functions effectively and efficiently is linked to staff numbers and is reflected by the level of investment required. Of the three scenarios developed, the third which comprises twelve professional and associated support staff provides the greatest capacity to fully and effectively meet the Terms of Reference.

Part II of the report identifies key actions needed to progress the transition from an interim Secretariat to a permanent Regional Secretariat. It outlines four inter-related pathways (Legal, Financial, Recruitment and Logistics) and related key actions which need to be followed. It also identifies key supporting resources and areas of responsibility for implementation, with the aim of establishing the Regional Secretariat in Manado, Indonesia by 16 December 2011.

## 2 Introduction

This report has been prepared to support the work of the Coordinating Mechanism Working Group of the Coral Triangle Initiative-Coral Reefs, Fisheries and Food Security (CTI-CFF) program (CTI-CFF) in planning and executing the transition of the CTI-CFF Regional Secretariat from its current interim status to a permanent regional status. It was prepared at the request of the Australian Government Department of Sustainability, Environment, Water, Population and Communities (DSEWPAC) as part of the Australian Government's support to the Coral Triangle Initiative.

The Terms of Reference for the report were to:

- develop a preliminary Transition Plan identifying core tasks and resources needed for moving from an interim to a permanent Regional Secretariat that addressed recruiting, building the new organisation, relocation logistics and establishing systems and protocols;
- provide an assessment document which considered three options for different sized Regional Secretariats, including operating costs and functional effectiveness of the three sized Secretariats against Secretariat Terms of Reference; and
- involve consultation with the six Coral Triangle countries (or focal points), the interim Secretariat, the Coordination Mechanisms Working Group (CMWG) and other relevant stakeholders.

The Report is presented in two related parts. Part I is the assessment of possible Secretariat sizes against the functions and General Terms of Reference identified in the Annex to the report of the Senior Officials Meeting (SOM) 5 and the Ministerial Meeting (MM) 2 arising from the meetings held in the Solomon Islands in November 2009. This part of the report identifies possible Secretariat models based on three, seven and twelve executive and professional staff and associated support staff. It takes into account the Secretariat's Terms of Reference and its coordination and facilitation role in relation to the various CTI-CFF Coordinating mechanisms and the work of the six Coral Triangle countries (CT6) and partners to implement the CTI-CFF Regional Plan of Action. The indicative operating costs of each Secretariat scenario have been assessed based on costs associated with regional organisations with similar roles and functions. However, at this preliminary stage the Secretariat models are indicative only and serve to illustrate potential positions and functions as a basis for ongoing discussion and review.

Part II comprises a Transition Plan from interim to permanent Secretariat and highlights the need for a number of key decisions to be made to put in place the legal framework on which to base the establishment of the permanent Regional Secretariat. These commitments will need to be made at the SOM and MM level before the move from interim to permanent Secretariat can be accomplished. With these commitments in place, the transition process is reasonably straightforward and could be accomplished in a six month time frame as long as the resources (both human and financial) are available and the process receives sufficient support from Senior Officials in all of the Coral Triangle countries.

### 3 Part I: Optional scenarios for a permanent Regional CTI-CFF Secretariat

#### 3.1 Background

The Senior Officials Meeting (SOM 5) and MM 2 held in the Solomon Islands in November 2009 discussed the overall structure of the CTI-CFF program and identified the function and General Terms of Reference of its various regional and national organisational components including the Ministerial Meeting, Senior Officials Meeting, Technical Working Groups, the CTI Regional Secretariat, National Coordinating Committees (NCCs) and the CTI Partners.

The function identified for the Regional Secretariat was:

*At the direction of the SOM, provide long term, wide ranging support to the CTI governments and partners for the implementation of the CTI Plan of Action, particularly through direct support for the various coordination mechanisms.*

In its general description of the Secretariat the meeting noted that it would be established in one country, subsequently agreed to be Indonesia (Manado). Its structure should enable effective and efficient co-ordination within the CTI and it should support the co-operation of all six member countries. The Secretariat would report to the SOM in the service of all CTI bodies.

The General Terms of Reference of the Secretariat were identified as:

- **Facilitate of the operations of the CTI.** CTI Regional Secretariat will facilitate the operations of the CTI for the implementation of the Regional Plan of Action, including developing plans and programs and engaging technical assistance.
- **Support regional CTI communications and meetings.** Coordinate and support communications, official meetings and events linked to the regional CTI process for all CTI bodies.
- **Support regional CTI coordination mechanisms and NCCs.** Provide support and coordination between the regional CTI bodies and National Coordinating Committees (NCCs).
- **Provide cross cutting services.** Provide a range of cross cutting services in support of monitoring and evaluation, financial coordination, information management, capacity development and outreach.
- **Develop and maintain focused regional agenda.** Advise the SOM on a focussed regional agenda based on emerging opportunities and priorities related to the goals and targets of the Regional Plan of Action.
- **Liaise between CTI governments and partners.** Provide liaison and promote coordination between CTI Governments and CTI partners interested in supporting region-wide or multi-country activities and share lessons learned, case studies and foster a network of practitioners around specific themes.
- **Produce and disseminate CTI outreach materials and major reports.** Produce and disseminate outreach materials and provide support in the production of key reports.
- **Raise awareness and support.** Raise awareness and support for the CTI at select international meetings and with partners, in close coordination with CTI governments.

- **Develop and manage the CT Information Management System (CTIMS).** An information management system will be established to help coordinate data gathering and data management needs to support implementation of the regional and national plans of action and reporting on their progress.

The emphasis arising from these Terms of Reference is on a Secretariat focused on coordination and facilitation of the overall structure of the CTI-CFF program, particularly the servicing of the MM and SOM governing bodies and fostering the linkages between the CT6 countries and the official partners which include both non CT6 governments and leading international NGO's.

Strong emphasis is also placed on an information management role for the Secretariat in support of learning and strengthening capacity, financial coordination, increasing the CTI-CFF profile, raising awareness of key issues by building a knowledge base in support of these functions and the all important role of CT regional monitoring and evaluation.

The third area of emphasis lies in the role of the Secretariat in relation to the implementation of the Regional Plan of Action (RPOA). It is envisaged that the Secretariat will have capacity to engage in and provide advice to both SOM, NCCs and partners on priority activities and program development in relation to the thematic goals of the RPOA.

Against this background the SOM 5 and MM2 endorsed an organisation structure for the CTI-CFF Regional Secretariat. This comprised three senior executive positions – an Executive Director and two Deputy Executive Directors (Programs and Corporate Services) and functional areas of Finance, Administration, Communications/Knowledge Services and Program Implementation Coordination.

The three executive positions are now embedded in the draft Staff Regulations under consideration for adoption at the forthcoming MM which also recognises two other categories of staff – professional and support. As discussed in Part II of this report, the Staff Regulations also describe the formal recruitment process for these positions and indeed, all staff. The executive positions are the only Regional Secretariat positions so far formally identified by SOM and their seniority implies an intention to eventually build a large, well supported and regionally prominent Secretariat with strong functional capabilities. However, this vision of the Regional Secretariat is not explicitly spelt out in meeting decisions to date and reaching a CT6 consensus on an appropriate structure is now critical to the long term future of the CTI-CFF Program.

Each of the following Secretariat structural scenarios are based around options for the number of professional and executive management staff employed. Professional staff are staff whose primary responsibilities require the exercise of judgement and discretion in policy related matters. They will typically have higher level tertiary qualifications and multiple years of experience in their chosen field. Their key facilitation and coordination function requires that they must be capable of taking initiative, making decisions and working effectively with experts in their field from both CT6 and partner organisations. In each scenario, provision has been made for the local engagement of administration, finance, and maintenance and support staff with administrative and technical functions within the Secretariat. These are accounted for in the supporting budgets which have been developed based on likely operational costs in Indonesia and professional staff costs in regional organisations with similar functions to those envisaged for the CTI Secretariat.

For illustrative and discussion purposes each scenario also includes an organisation chart which identifies potential positions and functions which could be established to provide the Secretariat with the capacity needed to meet its key Terms of Reference. The associated budgets have been

developed on the basis of the number of professional and support staff in each scenario, providing scope to modify or substitute the designated positions without affecting the overall indicative budget.

### **3.2 Scenario 1 - CTI-CFF Regional Secretariat with three staff**

The decision by the MM and SOM 5 meetings to approve three senior executive positions for the permanent Regional Secretariat provides for an executive management structure on which to base a large CTI-CFF Regional Secretariat. The initial recruitment of all three of these positions would seem to be justified only if the aim is to immediately move towards building an independent CTI-CFF Regional Secretariat of at least 6 or more professional staff and associated support staff. This would justify the high costs of these three executives in terms of program and organisational scope and the supervision requirements of a cadre of professional and local staff.

If however, the initial starting point for a permanent Secretariat was a 'lean' organisation of only three persons then it would be more efficient and financially prudent to focus recruitment on positions which target the key services required to get the Secretariat established and providing the most basic of services in support of its coordination and facilitation role. This could be fulfilled by appointing an Executive Director and postponing the recruitment of the two Deputy Executive Directors in favour of two functionally specific professional staff supported by a limited number of locally recruited support staff.

Weighed against the Secretariat's Terms of Reference this three person scenario together with support staff could effectively meet the need for CTI leadership, high level regional and international representation, some donor liaison, and CT6 political networking through role of the Executive Director. Support for regional CTI communications and meetings, principally the SOM and MM would be achieved as would support for CTI regional coordination mechanisms including working groups and NCC's. However it should be kept in mind that in all likelihood, one of the two professional positions would need to be focused on the Secretariat's overall financial and operational management (see Appendix 1)

Capacity to engage effectively beyond these limited priorities would prove difficult. With such a small unit the Secretariat would be unable or at best would struggle to effectively meet any of the following terms of reference:

- that aspect of facilitating the operations of the CTI for the implementation of the Regional Plan of Action requiring the development of plans and programs and engaging technical assistance;
- Providing cross cutting services in support of monitoring and evaluation, financial coordination, information management and outreach;
- that aspect of liaison between CTI governments and partners involving the sharing of lessons learned, developing case studies and fostering networks of practitioners around specific themes;
- producing and disseminating outreach materials and reports; and
- developing and managing a CTI information system.

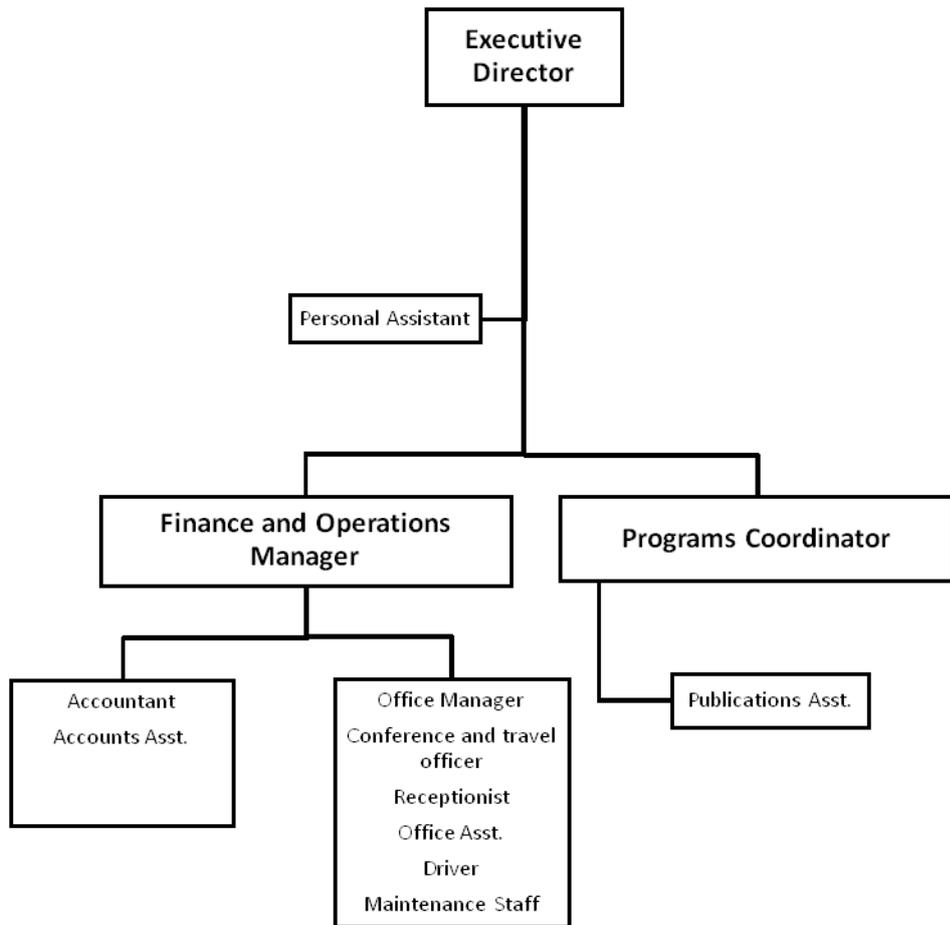
Although limited in its ability to meet or even partially meet the full range of general terms of reference of the Secretariat, a carefully structured three person Secretariat such as that in the scenario below would provide as sound basis for longer term incremental growth. This has been the case with other regional Secretariats such as the Secretariat of the Pacific Regional Environment Programme which

in 25 years has grown from a modest programme of 3-4 professional staff to an entity employing over 60 professional and support staff.

Once established as a permanent entity, the three person Secretariat would begin strengthening its institutional credibility and building functional relevance by helping coordinate and facilitate the work of the existing CTI co-ordinating mechanisms, especially the three working groups (Coordinating Mechanisms, Finance and Monitoring and Evaluation) and the National Coordinating Committees. By helping to harness these pools of expertise to address key CTI issues the Secretariat would be in a good position to catalyse cooperative development of CT6 regional thematic programs possibly funded from global, multi-lateral or bilateral sources. Other sources of extra- budgetary funding to support the growth of the Secretariat could include the secondment of professional staff from CT6 and partner government agencies, and additional funding from international donors and agencies for key positions needed to support the implementation of high priorities under the Regional Plan of Action.

A possible three person Secretariat structure which would support incremental growth is illustrated in the organisation chart below. In addition to the Executive Director and two professional staff this scenario includes core support staff. Secretariat financial, administrative, and partner initiatives, recruitment, telecommunication and conference and travel support functions would be met through the role of a Finance and Operations Manager working with a small support staff of seven. Local support staff to support these basic functions would be:

- Office Manager;
- Conference and Travel Officer;
- Receptionist;
- Accountant;
- Accounts Assistant;
- Publications Assistant;
- Personal Assistant;
- Office Assistant;
- Maintenance; and
- Driver.



**Figure 1 Indicative permanent Secretariat three staff scenario** (Executive management and professional positions in bold)

Weighed against the Secretariat’s Terms of Reference this three person scenario would meet the need for leadership, high level regional and international representation, donor liaison, limited CT6 networking and Secretariat oversight through role of the Executive Director.

Coordination and facilitation services for the SOM, MM and the Secretariat working groups could be achieved through the Program Coordinator and the support staff. Capacity to engage effectively in information management and related functions and in CTI RPoA activities through interaction with partners and NCC’s would however, be severely limited.

If the three person Secretariat option becomes the preferred option then, given the additional support and logistical costs associated with a stand alone Secretariat, it may be appropriate to revisit the possibility of identifying an existing regional host organisation to initially provide basic accommodation and support services. This would provide an initial cost effective approach to the servicing and support of the Secretariat while it builds over time to a size warranting its own fully independent organisational structure.

### 3.2.1 Indicative establishment and annual operating costs

The indicative budget for the three staff scenario is **US\$890,800**. This includes funds for basic CTI-CFF coordination and facilitation functions, including meetings and travel and estimated office expenses for temporary office space until such time as the Secretariat is able to move into Headquarters provided accommodation (refer Part II of this report). A detailed costing is provided in Appendix 1 and Schedule 1a with a breakdown of estimated costs by category as follows:

Expense Category	US\$
Establishment costs	\$135,000
Staffing, Benefits and overtime	\$479,100
Operating costs	\$88,500
Capital expenditure	\$42,000
Maintenance	\$16,200
Travel and meetings	\$130,000
<b>Total*</b>	<b>\$890,800</b>

\* Note that for each scenario estimated costs are for a full year (12 months for professional staff – 13 months for local Indonesia staff in accordance with local (Lebaran celebration) custom). In reality, the first year activities will be phased in over the course of the year leading to pro rata reductions in many costs. For example, a three month recruitment time frame would reduce the annual staff costs by 25%. However, for the purposes of this report and in the interests of providing a realistic picture on which to base long term commitments, the indicative budgets relate to full year costs.

### 3.2.2 Assessed Contributions Scenarios.

Broadly speaking, there are three commonly used formula for calculating the annual assessed contributions by countries for meeting the core budget of a regional Secretariat. These are:

- a. the total cost divided evenly between the CT6 countries;
- b. sixty percent of the total cost divided evenly with the remaining 40% divided proportionate to GDP;
- c. the total cost divided proportionate to GDP.

The draft Financial Regulations currently propose the above Option B, however the final decision of which formula to use still needs to be taken by the CT6.

The table below has been prepared for the purpose of providing country representatives with an indication of the funds which would be required to meet their assessed contributions under each of the three formula. For two of these scenarios, Gross Domestic Product (GDP) is a key parameter in determining the assessed contribution. The figures for all countries are for 2009 and have been sourced from the IMF World Economic Outlook Database.

A consolidated table of all options for all three scenarios is found in Appendix 2 and supporting calculations of proportionate GDP across the CT6 countries is provided in Schedule 2a.

<b>Scenario 1 Assessed Contributions under Funding Formula Options</b>				
<b>Country</b>	<b>%total CT6 GDP</b>	<b>Funding Option 1</b>	<b>Funding Option 2</b>	<b>Funding Option 3</b>
		<b>US\$</b>	<b>US\$</b>	<b>US\$</b>
Indonesia	59.87	\$ 148,466.67	\$ 302,408.78	\$ 533,321.96
Malaysia	21.25	\$ 148,466.67	\$ 164,798.00	\$ 189,295.00
Papua New Guinea	0.88	\$ 148,466.67	\$ 92,215.62	\$ 7,839.04
Philippines	17.86	\$ 148,466.67	\$ 152,718.75	\$ 159,096.88
Solomon Islands	0.073	\$ 148,466.67	\$ 89,340.11	\$ 650.28
Timor Leste	0.067	\$ 148,466.67	\$ 89,318.73	\$ 596.84
<b>TOTAL</b>		<b>\$ 890,800.00</b>	<b>\$ 890,800.00</b>	<b>\$ 890,800.00</b>
	60%	\$ 534,480.00		
	60%/CT6	\$ 89,080.00		
	40%	\$ 356,320.00		

- Funding Option 1** Total Cost divided evenly between CT6 countries  
**Funding Option 2** 60% of Total divided evenly with the remainder divided proportionate to GDP  
**Funding Option 3** Total Cost divided proportionate to GDP

### 3.3 Scenario 2 - CTI-CFF Regional Secretariat with seven staff

This option assumes a commitment to establish a larger Secretariat than that envisaged in Scenario 1. It too, should be considered as a rational base for longer term incremental growth. In this scenario the Programme Coordinator and the Finance and Operations Manager positions in Scenario 1 are upgraded to Deputy Executive Director-Programmes and Deputy Executive Director-Corporate Affairs as provided for in the structure approved by the SOM/MM meeting in November 2009.

It also establishes three new professional positions to provide greater capacity for the Secretariat to facilitate and coordinate communications support to the CTI-CFF coordination mechanisms and basic capacity to engage in the priority functional areas of information management and data systems development, and CTI-CFF awareness and outreach and monitoring and evaluation as identified in the Secretariat's General Terms of Reference (see Appendix 5)

The ability of the Secretariat to address its Terms of Reference is considerably enhanced under this Scenario. The capacity to meet the need for CTI leadership, high level regional and international representation, some donor liaison, and CT6 political networking identified in Scenario 1 would be retained and possible enhanced. Similarly support for regional CTI communications and meetings, principally the SOM and MM would be improved as would support for CTI regional coordination mechanisms including working groups and NCC's. The strengthened focus on the Secretariat's corporate affairs would enhance overall financial and operational management.

The proposed seven staff scenario is focussed on building the Secretariat's information management capacity which is the basis for effectively meeting several of the key Terms of Reference identified by the SOM and MM. It would significantly improve Secretariat capacity to address those Terms of Reference which call for the development of an information management system and the provision of cross cutting services in support of monitoring and evaluation, financial coordination, information management, capacity development and outreach. It would also provide the capacity needed to

produce and disseminate CTI outreach materials and major reports which is another of the specific tasks identified to the Secretariat.

However, as with the three person scenario, under the seven person scenario there would remain gaps in the Secretariat's ability to engage effectively in a number of other critical areas including:

- that aspect of facilitating the operations of the CTI for the implementation of the Regional Plan of Action requiring the development of plans and programs and engaging technical assistance;
- developing and maintaining a focused regional agenda based on emerging opportunities and priorities related to the goals and targets of the Regional Plan of Action; and
- that aspect of liaison between CTI governments and partners involving the sharing of lessons learned, developing case studies and fostering networks of practitioners around specific themes.

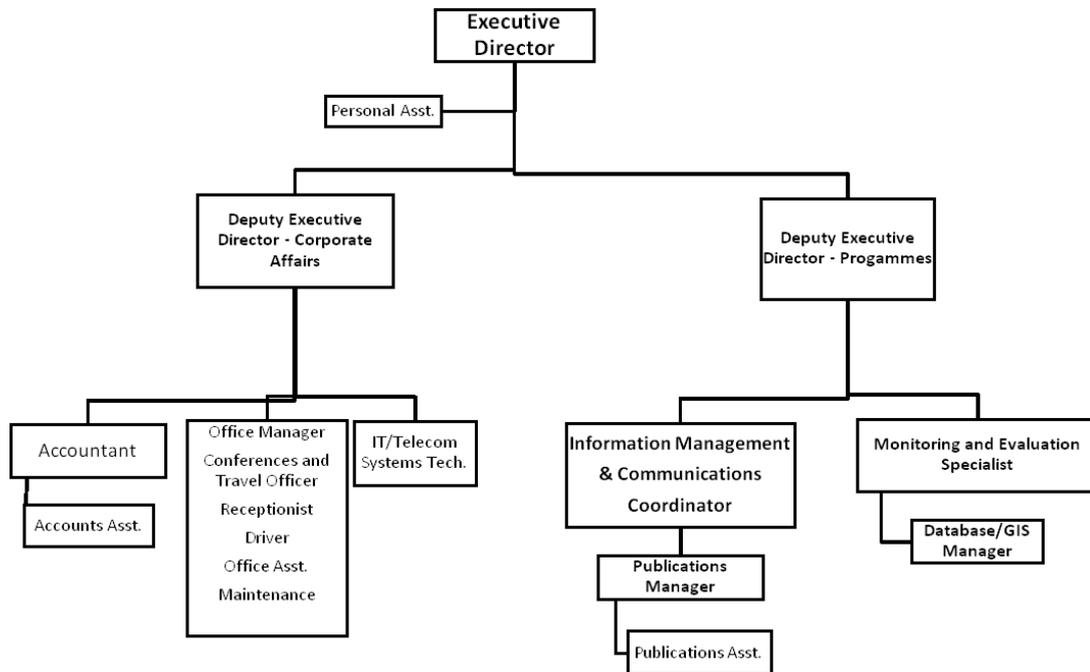
Under the seven staff scenario the new positions and associated responsibilities to supplement those from Scenario 1 could be:

- **Deputy Executive Director- Programs (substituted for Program Manager in Scenario 1)** Executive responsibility for coordinating the Secretariat engagement in the implementation of the RPoA, priority for Secretariat support and facilitation of CTI-CFF coordinating mechanisms, management oversight of the knowledge and information systems, publications and awareness and communications and SOM/MM advisory services on a focused regional agenda and functional priorities.
- **Deputy Executive Director - Corporate Affairs (substituted for Finance and Operations Manager in Scenario 1)** Executive responsibility for implementation of financial and staff regulations, all finance, operational and administrative servicing including human resources, IT and telecommunications support, travel and conferences/meetings. Liaison with host government and local service providers.
- **Information Management and Communications Coordinator** Responsible for developing the CTI-CFF regional Information Management System including a database; website, publications and awareness materials; co-ordinating the database with CTI functional programmes; developing knowledge based learning programs and networks and managing media communications.
- **Monitoring and Evaluation Specialist** Responsible for design and development of a comprehensive monitoring and evaluation program for the CTI-CFF covering the state of the CT environment, social and economic parameters and including the development of data sharing agreements, coordination with CT6 countries and partners.
- **Database/GIS Manager** Technical responsibility for developing and maintaining the CTI-CFF Information database and GIS platform to support knowledge management and CTI monitoring and evaluation, publications and awareness materials and data for media engagement.
- **Publications Manager** Responsible for preparation of publications, editing key reports and awareness/outreach materials, coordination of media engagement, management of information resources.

Additional local support staff under Scenario 2 would be:

- **IT/Telecommunications Technical Officer** Responsible for all Secretariat computer, software and related IT/telecommunication functions as well as support to Database Manager and where appropriate, to CTI-CFF Coordinating

Mechanisms.



**Figure 2 Indicative permanent Secretariat seven staff scenario** (Executive management and professional positions in bold)

As noted above, this scenario provides the Secretariat with improved capacity to carry out its important CTI information management and dissemination function and to build an effective CTI regional monitoring and evaluation program. The addition of an Information Management and Communications Coordinator and a Publications Manager builds capacity to prepare and edit publications, improve website design and management and generally disseminate information needed to raise the profile of the Coral Triangle and awareness of the issues of marine and coastal resource management across the CT6 countries.

The addition of a Monitoring and Evaluation specialist and a Database/GIS specialist adds the capacity needed to develop and maintain a collaborative science based approach to monitoring and evaluating the environmental, economic and social status of the Coral Triangle. It is recognised by the SOM and MM that this is a role for which the Secretariat with its CT6 country membership is best placed to undertake. The Secretariat's work in this field would be linked to that of the Monitoring and Evaluation Working Group.

However, while it is reasonable to consider this scenario as a means of meeting the leadership, coordination and facilitation and information management priorities underlying the Terms of Reference it should be recognised that the Secretariat's capacity to effectively engage in the all important coordination and facilitation of the broad range of RPoA focused activities being undertaken by CT6 countries and partners will be limited. This raises the issue of competing functional priorities for the emerging Secretariat and possible alternative scenarios. For example, using the same number of professional and support staff in different functional roles the Secretariat could be structured in include staff with relevant thematic program management expertise e.g. in marine protected area networks or fisheries, to provide capacity to engage professionally in these critical areas. This would

be at the expense of strengthening the information management and monitoring focus of Scenario 2 but would still be a valid approach for the CT6 to take. In summary, if the CT6 were to choose the seven staff scenario it will be essential that a decision on priorities – information management, communication and monitoring or program coordination and networking, be addressed.

It should also be recognised that the Scenario 2 offers an even stronger platform for the longer term incremental growth discussed under Scenario 1. The strengthened senior management will provide improved opportunities to engage in program development, fundraising and partnership building supported by strong communications and marketing capacity.

### 3.3.1 Indicative establishment and annual operating costs

The indicative budget for the seven staff scenario is **US\$1,475,650**. This budget substitutes the more expensive salary packages of the Deputy Executive Directors of Corporate Affairs and Programs for the positions of Finance and Operations Manager and Program Coordinator in Scenario 1. The costs of the four professional staff and additional support staff identified above are included. Corresponding increases in recruitment, operating expenses, and capital expenditure, maintenance and travel and meeting costs have been factored in to account for the support needs and activities of these extra staff.

A detailed costing is provided in Appendix 1 and Schedule 1a with a breakdown of estimated costs by category as follows:

<b>Expense Category</b>	<b>US\$</b>
Establishment costs	\$145,000
Staffing, benefits, consultancies and overtime	\$966,150
Operating costs	\$116,500
Capital expenditure	\$60,000
Maintenance	\$18,000
Travel and meetings	\$170,000
<b>Total</b>	<b>\$1,475,650</b>

### 3.3.2 Assessed Contributions Scenario 2

Scenario 2 Assessed Contributions Under Funding Formula Options				
Country	%total CT6 GDP	Funding Option 1	Funding Option 2	Funding Option 3
		US\$	US\$	US\$
Indonesia	59.87	\$ 245,941.67	\$ 500,953.66	\$ 883,471.66
Malaysia	21.25	\$ 245,941.67	\$ 272,995.25	\$ 313,575.63
Papua New Guinea	0.88	\$ 245,941.67	\$ 152,759.29	\$ 12,985.72
Philippines	17.86	\$ 245,941.67	\$ 252,985.44	\$ 263,551.09
Solomon Islands	0.073	\$ 245,941.67	\$ 147,995.89	\$ 1,077.22
Timor Leste	0.067	\$ 245,941.67	\$ 147,960.47	\$ 988.69
TOTAL		\$ 1,475,650.00	\$ 1,475,650.00	\$ 1,475,650.00
	60%	\$ 885,390.00		
	60%/CT6	\$ 147,565.00		
	40%	\$ 590,260.00		

**Funding Option 1** Total Cost divided evenly between CT6 countries

**Funding Option 2** 60% of Total divided evenly with the remainder divided proportionate to GDP

**Funding Option 3** Total Cost divided proportionate to GDP

### 3.4 Scenario 3 - CTI-CFF Regional Secretariat with twelve staff

A twelve staff scenario builds on Scenarios 1 and 2 with the addition of a further five professional staff and two support staff. The addition of professional staff with expertise in the fields of marine protected areas (MPA) networks, fisheries management, climate change, sustainable finance and multilateral agreements and policy strengthens the Secretariat's core capacity to provide the wide ranging coordination and facilitation support to CTI governments and partners envisaged in the General Terms of Reference and will address in particular, the requirements to:

- facilitate the operations of the CTI including developing plans and programs and engaging technical assistance;
- provide cross cutting services in support of monitoring and evaluation, financial coordination, information management and outreach; and
- liaise and promote coordination between CTI governments and partners interested in supporting region-wide or multi-country activities, sharing lessons learned case studies and fostering networks of practitioners.

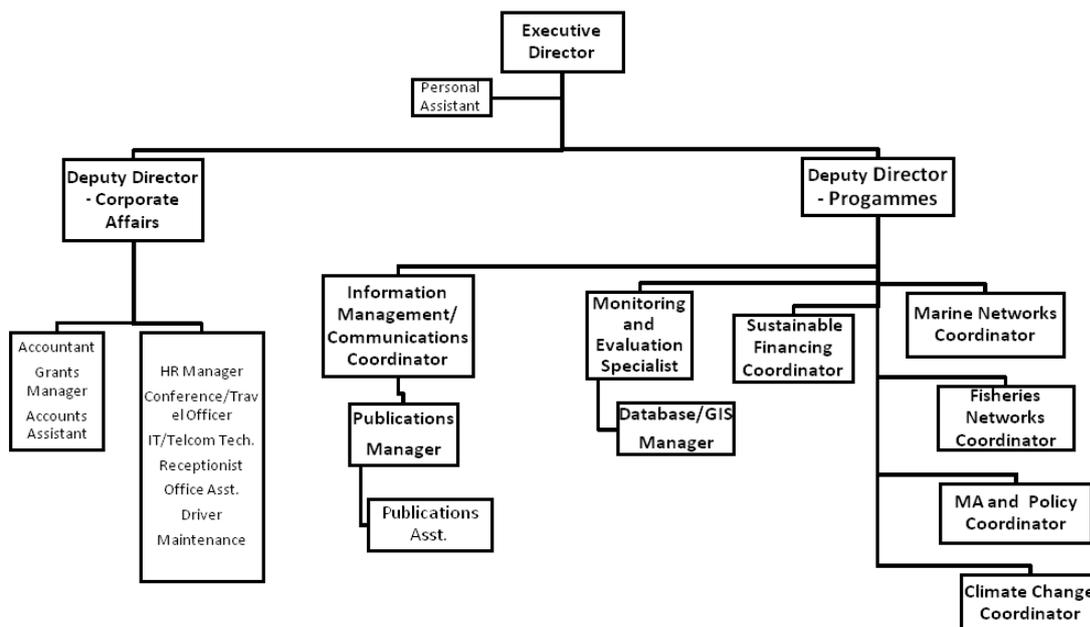
With these additions the Secretariat will have the greater capacity needed to engage effectively in the coordination and facilitation of the wide range of programs and activities associated with the implementation the RPoA from the outset. Harnessing the expertise and associated professional networks of these five professionals will also provide significantly strengthened capacity to service and support of the regional CTI-CF coordination mechanisms and NCC's.

The additional professional capacity will also enhance the Secretariat's information management, outreach and monitoring and evaluation functions by ensuring a stronger pool of expertise is available to support these important functions. Most significantly, having the ability to interact professionally with regional and national colleagues in their specialist fields, these expert staff will provide the Secretariat with the capacity it needs to effectively coordinate, assist and facilitate the work of NCC's, CTI partners, local communities international multilateral and bilateral donors, funding institutions and

the private sector organisations in their efforts to achieve the regional and national goals of the RPoA (see Appendix 5)..

With its semi autonomous status and links to both the political and governmental institutions of the CT6 countries, the Secretariat will be the best placed agency to play this role, but only if it is equipped with the resources and capacity to do so. Although more costly, Scenario 3 offers the best option for rapid transition to a strong and highly effective regional organisation which will facilitate greater coordination, integration and political and financial support to the implementation efforts of all CTI partners.

A Secretariat of this size will require well managed and effective corporate services including human resources management and strong financial management capacity. This is recognised in Scenario 3 by the addition of a Human Resources Manager in the Corporate Services Division. In anticipation of the acquisition of donor funding to support the work of the program staff, a position of Grants Management Officer has been included in the Finance team.



**Figure 3 Indicative permanent Secretariat twelve staff scenario** (Executive management and professional positions in bold)

### 3.4.1 Indicative establishment and annual operating costs

The indicative establishment and annual operating costs for Scenario 3 is **US\$2,152,550** and includes the costs identified for Scenario 2 and those associated with the additional five professional staff described above. The additional costs of the Human Resources Manager and a Grants Manager are included. Together with a corresponding increase in all establishment and operating cost categories reflecting the increased size and activities of a Secretariat of this size, these costs are summarised below. A detailed analysis is provided in Appendix 1 and Schedule 1a.

Expense Category	US\$
Establishment costs	\$210,000
Staffing and consultancies	\$1,422,550
Operating costs	\$170,000
Capital expenditure	\$80,000
Maintenance	\$30,000
Travel and meetings	\$240,000
<b>Total</b>	<b>\$2,152,550</b>

### 3.4.2 Assessed Contributions Scenario 3

Scenario 3 Assessed Contributions Under Funding Formula Options				
Country	%total CT6 GDP	Funding Option 1	Funding Option 2	Funding Option 3
		US\$	US\$	US\$
Indonesia	59.87	\$ 358,758.33	\$ 730,747.67	\$ 1,288,731.69
Malaysia	21.25	\$ 358,758.33	\$ 398,221.75	\$ 457,416.88
Papua New Guinea	0.88	\$ 358,758.33	\$ 222,831.98	\$ 18,942.44
Philippines	17.86	\$ 358,758.33	\$ 369,033.17	\$ 384,445.43
Solomon Islands	0.073	\$ 358,758.33	\$ 215,883.54	\$ 1,571.36
Timor Leste	0.067	\$ 358,758.33	\$ 215,831.88	\$ 1,442.21
<b>TOTAL</b>		\$ 2,152,550.00	\$ 2,152,550.00	\$ 2,152,550.00
	60%	\$ 1,291,530.00		
	60%/CT6	\$ 215,255.00		
	40%	\$ 861,020.00		

**Funding Option 1** Total Cost divided evenly between CT6 countries

**Funding Option 2** 60% of Total divided evenly with the remainder divided proportionate to GDP

**Funding Option 3** Total Cost divided proportionate to GDP

## 3.5 Recommendations

It is recommended that further consultation based on the three scenarios be undertaken with the six CT countries with a view to assisting consensus on a preferred option prior to the next round of SOM/MM meetings.

## **4 Part II: Pathways and key actions for transition from interim to permanent CTI-CFF Regional Secretariat**

### **4.1 Introduction**

Four functional and interconnected pathways need to be followed to transition the current interim Secretariat to permanent Regional Secretariat status. These are:

- legal path;
- finance path;
- recruitment path; and
- logistics path.

Along each path there are critical decisions which need to be made by the SOM and MM to initiate the transition process and provide a sound legal and financial basis for the permanent Secretariat. In summary these are:

- the adoption of the legal documents underpinning the permanent independent status of the Secretariat and guiding its operation;
- consensus on the size and structure of the Secretariat and priority functions;
- approval of budget and identification of funding required including a formula for assessing member State contributions; and
- establishment of an Appointment Committee (and possibly a Transition Committee) to oversee initial senior management recruitment.
- the early location of the Secretariat in Manado

Each of the paths is discussed below and the key actions, decision-making authority, timing and required resources are summarised in the associated tables and in Appendix 3. Examination of the wide range of required activities suggests the need for close involvement, delegated decision-making powers and guidance of the MM and SOM in the transition process. Currently this role is being met de-facto by the Coordinating Mechanisms Working Group which has informal membership but no delegated powers, working with the interim Secretariat. Neither body has the formal delegated authority of the SOM nor MM to make the decisions needed to effect the transition.

To meet this need, consideration should be given to the establishment of a formal Secretariat Transitions Committee of SOM under Rule 8 of the Rules of Procedure once these Rules are formally adopted. Such a committee could also double in function as the Appointment Committee if it were to comprise the same membership as that provided for the Appointment Committee (minimum five members with no two members from the same State). Essentially this committee would function as an Executive Committee of the SOM and would embrace the function of the Appointment Committee with powers delegated by the MM and SOM.

#### **4.1.1 Legal path**

Progress along this path is fundamental if the transition process is to proceed on a sound legal basis. Key decisions governing the establishment and future operations of the Secretariat will be determined by the guidance provided by the legal agreements which once adopted, will represent the consensus of all six Coral Triangle member countries on the future operation of the Secretariat.

The importance of achieving this goal at the next round of SOM and MM is self-evident for without these founding documents in place the Secretariat will have no formal legitimacy as a Regional Organisation. Drafts for each of the key legal documents as outlined below, have been completed and have been circulated to CT6 country focal points for review and comment. Responses have been slow and if this situation persists or if it is clear further clarification is required it is recommended that a further round of consultation take place between the legal expert Dr. Martyn Tsamenyi and the countries concerned. If it is apparent more time is required for all or some of the countries to secure the authority to need to come prepared to adopt the documents at the next round of meetings, it is recommended that the meetings be postponed until the likelihood of a successful outcome is assured.

The role each of these agreements plays in the establishment of the Regional Secretariat and their current status is summarised below.

#### *Draft Agreement on the Establishment of the Regional Secretariat of the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security*

The initial Draft Agreement was reviewed by the CTI-CFF Coordination Mechanism Working Group and a revised Agreement has been circulated to all member countries prior to SOM6. Comments from the CT6 are currently being collated and should be assessed by the commissioned legal expert prior to the SOM/MM meetings and outstanding issues identified for further discussion and resolution at the meeting. The issue of ratification or entry into force of the Agreement has been raised. This needs clarification by a legal expert prior to the SOM6.

#### *CTI-CFF Headquarters Agreement*

This Agreement provides the detail of rights and obligations of the Secretariat within the Headquarters (Indonesia). It too, is fundamental to the transition process as it identifies and establishes key organisational and operational conditions affecting the permanent Secretariat including:

- privileges and immunities;
- employment of local staff;
- taxation and customs duties exemptions; and
- other contributions by the Host Government, particularly accommodation.

The Agreement is currently under internal discussion within the Government of Indonesia. A draft should be circulated for CT6 review prior to SOM6. The Agreement should be adopted by SOM6 paving the way for effective transition. Should there be issues requiring further negotiation between the CTI-CFF and the Headquarters, it is recommended these be resolved at the meeting. In the event this is not possible, it is recommended negotiations continue through the proposed CTI-CFF Transition Committee with delegated authority to approve the final agreement on behalf of the SOM.

#### *CTI-CFF Staff Regulations*

Adoption of this core operational instrument is also fundamental to the transition process. The CTI-CFF Staff Regulations set out the duties and recruitment process for the Secretariat staff and in particular, the Executive Director and two Deputy Executive Directors. The early appointment of the Executive Director who is the chief administration officer of the Secretariat is required to initiate approvals for many of the key steps in the establishment process.

### *Financial Regulations*

MM adoption of the CTI-CFF Financial Regulations is required under the *Draft Agreement on the Establishment of the Regional Secretariat of the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security*. Without the timely adoption of these regulations and the financial authorities they embody, transition to a permanent independent Secretariat managing its own finances cannot occur.

### *Rules of Procedure*

Equally fundamental to the legitimate and orderly function of the CTI-CFF and its various entities are the adoption of the Rules of Procedure which govern the powers, functions and decision-making authority of the Ministerial and Senior Officials meetings and their Rules of Conduct.

### *Summary – Legal Path key actions*

In summary, after almost two years of discussion and negotiation the CT6 are agreed on the need to establish a permanent Regional Secretariat. However, there is a danger that the early momentum and enthusiasm for this agency will stall unless clear and decisive action to set in place its legal foundation is taken at the next round of SOM and MM. Each of the agreements discussed above have a vital interconnected role to play in the establishment process and all five of them need to be adopted to provide the platform needed to progress with confidence and legitimacy.

It is therefore strongly recommended that the next round of meetings be postponed until there is reasonable certainty that these fundamental documents will be adopted. Further consultation should be undertaken with all countries should issues requiring further clarification or potential resolution arise in the interim.

Table 1 below summarises the key actions, decision-making authority, supporting resources and potential timing associated with the Legal Path. Timing is linked to the proposed SOM6 meeting in November 2010 but could be postponed depending on progress with consultations.

**Table 1 Legal Path – Key Actions (see also Appendix 3)**

<b>Key Action</b>	<b>Decision</b>	<b>Supporting Resources</b>	<b>Recommended Timing</b>
Adoption of Agreement to Establish Regional Secretariat	SOM6/SOM7 MM3	CMWG interim Secretariat Legal Consultant	CT6 Consultation prior to SOM6 (Nov 2010?) MM3/SOM7 approval (Mar 2011?)
Adoption of Headquarters Agreement	SOM6/SOM7 MM3 Indonesia Government	CMWG interim Secretariat Legal Consultant	CT6 Consultation prior to SOM6 (Nov 2010?) MM3/SOM7 approval (Mar 2011?)
Agreement on Funding Formula and Country Contributions	SOM6/ SOM7 MM3	CMWG interim Secretariat Legal Consultant	CT6 Consultation prior to SOM6 (Nov 2010?) MM/SOM7 approval (Mar 2011?)

Key Action	Decision	Supporting Resources	Recommended Timing
		Organisation Dev. Consultant	
Adoption of Financial and Staff Regulations	SOM6/SOM7 MM3	CMWG interim Secretariat Legal Consultant	CT6 Consultation prior to SOM6 (Nov 2010?) MM3/SOM7 approval (Mar 2011?)
Adoption of Rules of Procedure	SOM6/SOM7 MM3	CMWG interim Secretariat Legal Consultant	CT6 Consultation prior to SOM6 (Nov.2010 ?) MM3/SOM7 approval (Mar 2011?)
Consideration of a proposed Transitions Committee	SOM6	CMWG Legal Consultant	SOM6 (Nov 2010?)

#### 4.1.2 Finance path

This path traces the key actions needed to ensure the commitment of a sound financial basis for the permanent Secretariat and the establishment of associated financial management systems. Fundamental decisions are required to establish the level of core funding to be contributed by the CT6 member countries and the formula for assessing individual countries share of the funding.

Three key decisions relating to finance have to be made at the SOM and MM Ministerial Meeting:

1. Agreement on the initial organisational size and structure and establishment and operating budget.
2. Agreement on a financing plan including a funding formula for members assessed contributions, and identification of additional sources of funds.
3. Approval of the Financial Regulations governing the use of funds by the Secretariat. As these currently stand they must be approved by the MM Meeting on the recommendation of the SOM.

Clear direction on the number and function of Secretariat staff is needed in order to establish a final operating budget. To determine the all important staff costs a remuneration/benefits plan will also be needed. The three organisational scenarios and their indicative annual budgets provided in Part I of the report are a starting point to inform discussion on this key issue. In order to secure a CT6 consensus agreement on these scenarios and budgets further in country consultation prior to the next round of meetings will be required.

The formal procedure for the preparation and approval of the full year operating budget for the permanent Secretariat is contained in the Financial Regulations. These require the Executive Director to submit a draft budget for the following financial year (1 January – 31 December) to all CTI-CFF member States at least 60 days prior to a Ministerial Meeting at which the budget is approved. At the same time a forecast budget for the following year has to be submitted. Following this procedure in the initial establishment phase will be difficult as the appointment of a permanent Executive Director is unlikely until some in the third quarter of 2011 and the overall budgetary picture will be unclear until later that year. However, every effort should be made to ensure the steps needed to comply with the formal budget approval process for the financial year 2012 are in place by October 2011 to allow for the mandatory 60 day review period including the appointment of the Executive Director.

In the meantime the issue of funding for the initial establishment and operating period starting with the forthcoming SOM6 meeting potentially in November 2010 needs to be addressed. It is recommended that based on decisions taken at that meeting a draft budget for the initial establishment year is prepared for submission to the planned Ministerial Meeting, possibly in March 2011. In effect this budget will be extraordinary to the formal requirements of the Financial Regulations but will follow their intent as closely as possible.

Assuming the budget is approved by the MM it will need to be immediately financed in order to ensure the financial commitments needed to progress the transition such as those underpinning staff recruitment and leases, service agreements etc., can be made with confidence.

Ideally, this initial budget will be fully funded by member country contributions. If there is a shortfall in member country contributions then it will need to be met from extra-budgetary sources. These could include voluntary extra budgetary contributions from members and/or voluntary contributions from development partners or through program funding by bilateral and multi-lateral donor agencies.

Even if these matters are resolved satisfactorily, it is likely that there will be a significant time delay before the disbursement of contributions to the Secretariat takes place. To provide the financial liquidity and confidence needed to operate the Secretariat in the event of funding delays it is recommended that consideration be given to sourcing alternative funding or a line of credit to underwrite at least the year 1 and possibly year 2 budgets of the Secretariat.

It is likely that issues relating to sourcing of additional funding, securing member country contributions and establishing financial management systems will arise throughout the Secretariat establishment period. These will require high level CT6 engagement and guidance. Providing the oversight and support to the interim Secretariat in this area would be a role for the proposed Transition Committee.

#### *Summary – Financial path key actions*

In summary, the starting point for action establishing a sound financial basis for the permanent Regional Secretariat is the adoption of the draft Financial Regulations by the CTI-COM on the recommendation of the SOM. Of equal importance however, is a clear understanding of the funding requirements going forward based on agreement of an appropriate and effective initial organisation structure and associated budget. Identifying the extent of CT6 country contributions towards the budget and any additional sources of funding from development partners and/or other donors is essential to provide the confidence needed to contract staff and make commercial commitments. With these decisions in place, design of the financial system and establishment of an operating trust account can take place. These will be activated once the funding is made available.

Table 2 summarises the key actions, decision-making authority, supporting resources and potential timing associated with the Finance Path. Timing is linked to the proposed SOM6 meeting in November and the potential for a Ministerial Meeting in March 2012.

**Table 2. Financial Path: Key Actions (see also Appendix 3)**

<b>Key Action</b>	<b>Decision</b>	<b>Supporting Resources</b>	<b>Recommended Timing</b>
Adoption of Financial Regulations	SOM6/SOM7 MM3	CMWG/FRWG/interim Secretariat Legal Consultant	CT6 Consultation prior to SOM6 (Nov 2010?) MM3/SOM7 approval (Mar 2011?)
Review of Secretariat Budgetary Requirements	SOM6/SOM7 MM3	CMWG/FRWG/interim Secretariat Organisation Dev. Consultant	CT6 Consultation prior to SOM6 (Nov 2010?) MM3/SOM7 approval (Mar 2011?)
Agreement and commitment to CT6 Funding /Assessment formula	SOM6 / SOM7 MM3	CMWG/FRWG/interim Secretariat Legal Consultant	CT6 consultation prior to SOM6 (Nov 2010?) MM3/SOM7 (Mar 2011?)
initial Establishment Phase budget developed and submitted for CT6 consideration prior to MM approval	SOM6 /SOM7 MM3	CMWG/FRWG/interim Secretariat Organisation Dev. Consultant.	CT6 consultation prior to SOM6 (Nov 2010?) MM3/SOM7 (Mar 2011?)
Confirmation of funding sources and/or underwriting of Establishment and Operating budget	SOM6 / SOM7 MM3	CMWG/FRWG/ Transitions Sub Committee interim Secretariat Organisation Consultant	CT6 and development partner consultation prior to SOM6 (Nov 2010?) MM3/SOM7 (Mar 2011?)
MM approves initial Establishment Budget.	MM3	CMWG/FRWG/Interim Secretariat Org. Development Cons.	MM3/SOM7 Mar 2011
Design and establish Secretariat finance system according to	SOM 7	CMWG/ FRWG/ Transition sub Committee	Apr - Jul 2011

Key Action	Decision	Supporting Resources	Recommended Timing
Financial Regulations		interim Secretariat Financial Systems Consultant	
Prepare 2012 Operating Budget and submit to CT6 60 days prior to MM4/SOM8	Executive Director	CMWG/FRWG / Transitions sub Committee interim Secretariat	Oct 2011

#### 4.1.3 Recruitment path

Progression along this path will be determined by four factors:

- adoption of the Staff Regulations and Headquarters Agreement by the SOM;
- establishment of a SOM Appointment Committee which is required under the Staff Regulations to oversee the recruitment process and make final recommendations on successful candidates;
- agreement on an initial Secretariat organisation structure and related professional and support staff positions and;
- design and establishment of a formal salary structure, benefits packages and the terms and conditions of employment.

These factors and their relevance to the overall recruitment process are discussed below.

##### *Adoption of the Staff Regulations and Headquarters Agreement*

The importance of adopting the Staff Regulations in order to activate the formal recruitment process has been commented on under the Legal Path above. To reiterate, the Staff Regulations establish the basic principles and process of employment, regulate the working relations and establish the rights of the staff members. Importantly, they identify the roles, responsibilities and authority of the Executive Director and Deputy Executive Directors. They clearly identify the procedures to be followed in the appointment of the positions of Executive Director and Deputy Executive Director (Programmes) and Deputy Executive Director (Corporate Services) and the recruitment of additional staff.

The adoption of the Headquarters Agreement is commented on under the Legal Path above but it is very relevant to the Recruitment Path in that it sets out the terms and conditions settled on with the Indonesia government which will have a bearing on the salary and benefits structure of the Secretariat.

##### *Establishment of an Appointment Committee*

The draft Staff Regulations require the establishment of an Appointment Committee to select and recruit vacancies for the Executive Director and/or Deputy Executive Director. This will have a minimum of five members with no two members from the same State. As suggested this role could be

assumed by the proposed Transitions Committee provided the membership complied with the above requirements.

#### *Agreement on Secretariat Structure*

A consensus on the preferred structure and key positions is required to develop a recruitment plan including position descriptions, selection criteria and priorities.

#### *Design and establishment of a formal remuneration, benefits and terms and conditions structure*

All regional organisations have developed multi level, graded salary scales which provide relativity between positions of differing levels of responsibility and technical expertise and flexibility to support recruitment and reward staff. The design of the remuneration scale and associated benefits packages needs to be undertaken with care to ensure the Secretariat is able to compete within the region for high quality staff. No two organisations have the same scales although efforts are being made to standardise remuneration scales across regional organisations in the Pacific. These efforts and the scales used by two of the Pacific organisations have informed the indicative budgets in Part I of this report.

An alternative to designing a new remuneration structure for the Regional Secretariat is to annex the structure of an existing organisation such as the Secretariat of the Pacific Regional Environment Programmes (SPREP). However, in the case of the permanent Regional Secretariat, operating as it does across the CT, the design of the remuneration structure will require the services of a specialist salary/benefits consultant with good knowledge of the region, cost of living issues and an understanding of currency options, including the use of IMF Special Drawing Rights (SDR's) as a standardised unit for salary and benefit calculations.

#### *Appointment of Executive Director/Deputy Executive Directors*

The Appointment Committee is required to formulate selection criteria, arrange advertising, short list and interview candidates and select candidates for recommendation to the SOM for appointment.

Under the draft Staff Regulations, the authority for appointment of candidates to these positions rests with the MM but this may be delegated to the SOM. Assuming delegation is approved, the successful candidates must be formally appointed by the SOM either at a specially convened or standard meeting.

#### *Appointment of additional staff*

With the prerequisites above in place, the process of recruitment of professional and support staff can proceed with widespread advertising of the positions, short listing according to selection criteria and decisions on appointments made by the Executive Director or staff under his/her delegated authority.

#### *Summary – Recruitment path*

As with the other three key transition paths, progress with staff recruitment is closely tied to the adoption of the Establishment Agreement, Headquarters Agreement and the Staff Regulations, all of which contribute to the legal foundation on which a remuneration system and employment benefits and terms and conditions will be built. An important step in this direction will be clear guidance from the CT6 countries on the likely initial structure of the Secretariat which will inform the development of the remuneration system and allow preparation of job descriptions and selection criteria for key positions, including that of the Executive Director. The timing and recruitment of the Executive Director and key staff will also be reliant on the timing of funding arrangements for the Secretariat. To

expedite the recruitment of these key positions and provide flexibility of timing it is recommended that the next MM, possibly in March 2011, delegate its authority to appoint to the SOM. The process of recruitment will be guided by the Appointment Committee and will require the ongoing assistance of the interim Secretariat with additional help from either an organisation development consultant or the Temporary Advisor position suggested below.

Table 3 below summarises the sequence of these key actions need to progress this pathway.

**Table 3: Recruitment Path: Key Actions (see also Appendix 3)**

<b>Key Action</b>	<b>Decision</b>	<b>Supporting Resources</b>	<b>Recommended Timing</b>
Review and decide on structure and staffing for permanent Secretariat	SOM6 / SOM7 MM3	CMWG interim Secretariat Organisation Dev. Consultant	Consultation with CT6 prior to SOM6 (Nov 2010?) MM3/SOM7 (Mar 2011?)
Adopt Staff Regulations and Headquarters Agreement and related tax/residency conditions	SOM6 / SOM 7 MM3 Govt. Indonesia	CMWG interim Secretariat Legal Consultant	Consultation with CT6 prior to SOM6 (Nov 2010?) MM3//SOM7 (Mar 2011?)
MM Delegation of Authority to appoint Executive Director to SOM	MM3	CMWG Interim Secretariat	MM3/SOM7 (Mar 2011?)
Establish Appointment Committee as required by Staff Regulations or integrate with proposed Transition Committee	MM3/SOM7	CMWG/Transition Committee? interim Secretariat Organisation Consultant/Advisor	MM3/SOM7 (Mar 2011?)
Develop Remuneration/Benefits Structure	Appointment Committee CMWG/Transition Committee	CMWG/Transition Committee Interim Secretariat Organisation Consultant/Advisor Specialist Salary System Consultant	Apr – May 2011
Finalise and adopt ToR/Salary/Benefits/Selection	SOM Appointments Committee	Organisation Dev. Consultant/Temporary	May – Jun 2011

Key Action	Decision	Supporting Resources	Recommended Timing
Criteria for all permanent Secretariat positions		Advisor Interim Secretariat	
Advertise Executive Director	interim Secretariat	Organisation Dev..Consultant/Temporary Advisor	June – Jul 2011
Short list/Interview Executive Director candidates	SOM Appointments Committee	Organisation Dev..Consultant/Temp. Advisor interim Secretariat	July – Aug 2011
Offers to successful candidate(s)	SOM Chairman on Appointments Committee recommendation	Organisation Consultant/Temporary Advisor interim Secretariat	Aug -Sept 2011
Executive Director takes up Position Formal handover of responsibility interim to permanent Secretariat	SOM Chairman on Appointments Committee recommendation	Organisation Consultant/Temporary Advisor interim Secretariat	Oct 2011
Commence recruitment of additional staff	Executive Director	Organisation Consultant/Temporary Advisor interim Secretariat	Oct – Dec 2011

#### 4.1.4 Logistics path

The key decision governing progress on this path is the adoption of a Headquarters Agreement establishing the relationship between the permanent Regional Secretariat and the Government of Indonesia

For the purposes of the transition, clarifying responsibility for the provision of both temporary and permanent accommodation for the Secretariat is critical. Although the Government of Indonesia has committed to construct a headquarters building for the Secretariat in Manado and land is being acquired for this purpose, it is difficult to estimate the building completion date which may be as far out as two years.

In the absence of the permanent headquarters it is recommended temporary commercial rather than government accommodation for the permanent Secretariat be secured in Manado. Using non-government accommodation will help in the establishment of an independent profile for the Secretariat and allow all new Secretariat staff to be directly recruited to Manado avoiding the need for costly relocation. It will also enable selection of local service providers including communications,

banking and travel, all of which could continue to service the Secretariat following local relocation to the new building on its completion.

Principle responsibility to undertake the implementation of the logistics component of the transition logically rests with the interim Secretariat, working in close cooperation with the Coordination Mechanisms Working Group/Financial Resources Working Group and Transition Committee if the latter is appointed. It may be necessary to temporarily relocate at least one senior member of the interim Secretariat to Manado to oversee the leasing, fit out and contracting of local service providers for telecom systems, signage, furniture etc.

The completion of the fit out and office systems should be completed in time for the appointment of the first permanent staff to the Secretariat in the period May/June 2011. Refinement of the office systems, identification of local service providers, and other related establishment tasks will flow from the appointment of additional staff over the ensuing months.

*Summary – Logistics path key actions*

Progress along the Logistics Path is linked to the early adoption of the Headquarters Agreement and its provisions relating to Secretariat accommodation. Ideally these will be flexible enough to allow the leasing of temporary premises in Manado for the reasons outlined above.

Once this decision is made and assuming funding is secured, steps can be taken to prepare the temporary office space and communications for newly recruited permanent staff. This program of work should be overseen and managed by the interim Secretariat assisted by the Temporary Advisor and working with Indonesia government agencies, most likely the North Sulawesi Provincial Government. It may be necessary to temporarily relocate a staff member of the interim Secretariat to Manado to oversee the office establishment process.

Key steps in the logistics pathway are summarised in Table 4 below.

**Table 4: Logistics Path: Key Actions (see also Appendix 3)**

<b>Key Action</b>	<b>Decision</b>	<b>Supporting Resources</b>	<b>Recommended Timing</b>
Adopt Headquarters Agreement.	SOM6 / SOM7 MM3 Government of Indonesia	CMWG interim Secretariat Legal Consultant	CT6 consultation prior to SOM6 (Nov 2010?) MM3/SOM7 (Mar 2011?)
Identify/Lease temporary premises (Manado)	CMWG/Transition Committee interim Secretariat Indonesia Government	interim Secretariat Local service providers	Apr - May 2011
Fit out temporary premises	interim Secretariat	interim Secretariat Local service	Jun –Jul 2011

Key Action	Decision	Supporting Resources	Recommended Timing
		providers	
Design and install IT/Telecommunications systems	interim Secretariat	interim Secretariat Local service providers	Jun – Jul 2011
Temporary relocate interim Secretariat staff/Temporary Advisor?	interim Secretariat	interim Secretariat Local service providers	Jul – Aug 2011
Design and prepare Secretariat business forms	interim Secretariat	Local service providers	Jun - Sept 2011
Begin location of permanent Secretariat staff	interim Secretariat	Executive Director Regional Secretariat	Oct – Dec 2011
Official launch Regional Secretariat	MM4/ SOM8	Executive Director Regional Secretariat	MM4/SOM8 (Dec 2011?)

## 4.2 Transitional resource requirements

There are a number of possible resource options available to support the transition process and the establishment of the Regional Secretariat. These are:

### 4.2.1 Appointment Committee

On delegation of authority from the MM to SOM an Appointment Committee of the SOM comprising at least five members drawn from CT6 countries and no two members from any one country will need to be established to oversee the recruitment of the Executive Director and Deputy Executive Directors.

### 4.2.2 Coordinating Mechanisms Working Group

Currently the CMWG has been working with SOM and the interim Secretariat to maintain the momentum needed to establish the permanent Regional Secretariat. The working group has informal membership and no formal delegated powers and has an important co-ordinating function across the CTI-CFF program.

### 4.2.3 Financial Resources Working Group

The FRWG is to be made up of CT6 members with appropriate financial expertise and has been tasked to work with the CMWG, the SOM and the interim Secretariat to facilitate discussion and guide

decision making around financial matters. The FRWG has yet to meet. This working group will need to be convened and take an active role in the transition process.

#### **4.2.4 Transition Committee**

It has been suggested that a formal Transition Committee be established and empowered by SOM to provide oversight of the transition and establishment process and deal with any financial resourcing and or Host Country negotiating issues that may arise between SOM meetings. This could be a subcommittee of the CMWG and FRWG or a stand-alone committee. Providing it met the rules of membership of the Appointment Committee it could also be responsible for the recruitment function of that committee.

#### **3.7.4 Interim Secretariat**

Throughout the transition phase it is assumed the interim Secretariat will remain in place to carry out the on-going Secretariat business of supporting the CTI-CFF coordinating mechanisms including:

- servicing the SOM and MM;
- working group support and liaison, particularly with the Coordinating Mechanisms Working Group; and
- national Coordinating Committee and CTI partner liaison.

By virtue of its location in Indonesia, the interim Secretariat will need to play a central role in the facilitation of the transition process. There needs to be close coordination with the Indonesian Government and the Coordinating Mechanisms Working Group in the lead up to the adoption of the CTI-CFF Headquarters Agreement by the SOM and MM. On adoption, the interim Secretariat will have a leading role in managing the logistics of physically establishing the permanent Regional Secretariat in Manado. As noted above, the temporary relocation of interim Secretariat staff to Manado for this purpose may be necessary leading to the formal mobilisation of the permanent Secretariat.

#### **3.7.5 International Legal Consultant**

The legal consultant has developed the full suite of documents (with the exception of the Headquarters Agreement) needed to provide the legal foundation for the Regional Secretariat. These are currently under review by CT6 members and will remain a work in progress until adoption. The consultant should be retained to consolidate the feedback from the current review round, consult in country if clarification is required and to prepare and present final documents, and provide support to facilitate discussions, at SOM6, SOM7 and MM3.

#### **3.7.6 Remuneration and Benefits Consultant**

An appropriate specialist with expert knowledge of structuring competitive salary and remuneration packages for international/regional organisations should be retained to develop an appropriate package for the Regional Secretariat. This task could involve the construction of a unique system for the Regional Secretariat or the adoption and modification of the system used by another similar regional institution.

#### **3.7.7 Financial Systems Consultant**

An appropriate consultant with experience in establishing financial management and audit systems with supporting control systems should be contracted for this role with the Secretariat.

### **3.7.8 Organisation Development Consultant**

Key activities requiring further engagement by the Organisation Development Consultant include in-country consultation and refinement of the draft Structural Options and Transition Plan, refinement of the budget and financing plan, preparation of Draft Terms of Reference selection criteria for initial staff recruitment and preparation of a draft initial Business Plan. These tasks would be carried out in close consultation with the CMWG, FRWG, interim Secretariat, and Appointment Committee (or Transition Committee).

### **3.7.9 Temporary Advisor**

The need to provide further support to the interim Secretariat to assist with the transition process has been discussed. Currently the interim Secretariat is pressed to meet its broader coordination and facilitation role and the additional workload associated with the establishment of the Regional Secretariat will further push its already limited resources. If the resources are available, then with the endorsement of SOM it is recommended a temporary advisor be appointed to work with the interim Secretariat for at least six months during the transition process. Depending on the advisors expertise, it may be appropriate to assign some or all of the tasks identified for the Organisation Development Consultants to the Advisor.

## **4.3 Recommendations**

The following are a summary of recommended key actions to support the transition process:

- Every effort is made to secure CT6 consensus on the adoption of the Establishment Agreement, Headquarters Agreement, Staff and Financial Regulations and Rules of Procedure at SOM6, SOM7 and MM3, which could be proposed for March 2011. If necessary these meetings should be postponed until it is clear all countries are in a position to negotiate the final adoption of agreements.
- The review of Establishment Agreement, Headquarters Agreement, Staff and Financial Regulations and Rules of Procedure documents and their adoption is supported by ongoing involvement of the international legal consultant including in-country discussions should this be requested.
- CT6 consultation on the initial structure, financing and transition of the permanent Regional Secretariat take place prior to the next SOM, to assist with the refinement of the initial establishment phase draft budget and financing plan.
- An initial establishment phase budget with identified country contributions and supplementary funding if required be prepared following the SOM6 meeting and submitted for Ministerial approval at MM3.
- Consideration is given to sourcing alternative funding or a line of credit to underwrite at least the year 1 and possibly year 2 budgets of the Secretariat in order to provide the financial liquidity and confidence needed to operate the Secretariat in the event of funding delays.
- Consideration is given to empowering a SOM Transition Committee, possibly with the powers of the Appointment Committee and representative of SOM membership, to guide and oversee the transition process.
- To expedite the recruitment of the Executive Director position and provide flexibility of timing it is recommended that the MM3 delegate its authority to appoint this position to the SOM.

- Specialist Remuneration and Finance System consultants are retained to develop the remuneration and benefits and the finance system for the Secretariat.
- Appropriate premises are secured and equipped and systems established in Manado to accommodate the Regional Secretariat from the outset of staff mobilisation.
- Consideration is given to supporting the secondment of a Temporary Advisor to the interim Secretariat for a minimum of 6 months to assist with the additional workload of the transition.

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<b>Appendix 1</b>			
<b>Establishment and Annual Operating Indicative Budgets CTI-CFF Permanent Regional Secretariat</b>			
<b>USD</b>			
<b>Staffing Scenarios</b>	<b>Scenario 1</b>	<b>Scenario 2</b>	<b>Scenario 3</b>
	<b>x3</b>	<b>x7</b>	<b>x12</b>
<b>Establishment Costs</b>			
Office Accomodation (Temporary Premises- Minado)	30,000	30,000	70,000
Recruitment	20,000	30,000	50,000
IT Infrastructure and Software	15,000	15,000	15,000
Insurances	5,000	5,000	10,000
Misc.	5,000	5,000	5,000
Consultancies	60,000	60,000	60,000
<b>Total Establishment Costs</b>	<b>135,000</b>	<b>145,000</b>	<b>210,000</b>
<b>Staffing (see schedule 1a)</b>			
Executive Staff	130,000	390,000	390,000
Professional Staff	160,000	290,000	640,000
Local Support Positions	100,500	115,500	143,500
<b>Total Salaries</b>	<b>390,500</b>	<b>795,500</b>	<b>1,173,500</b>
Benefits contingency @ 20%	78,100	159,100	234,700
Overtime	10,500	11,550	14,350
<b>Total Salaries &amp; Benefits</b>	<b>479,100</b>	<b>966,150</b>	<b>1,422,550</b>
<b>Operating Expenses</b>			
Electricity	25,000	25,000	35,000
Communications	18,000	25,000	40,000
Office Supplies	12,000	18,000	24,000
Publications and Printing	10,000	20,000	30,000
Audit	5,000	5,000	5,000
Bank Charges	6,000	6,000	6,000
Postage	2,500	2,500	5,000
Vehicle Fuel & Maintenance	5,000	5,000	5,000
Hospitality	5,000	10,000	20,000
	<b>88,500</b>	<b>116,500</b>	<b>170,000</b>
<b>Capital Expenditure</b>			
Vehicle Purchase	20,000	20,000	20,000
Furniture & Office Equipment	10,000	20,000	30,000
Computers	12,000	20,000	30,000
	<b>42,000</b>	<b>60,000</b>	<b>80,000</b>
<b>Maintenance</b>			
IT and licences	12,000	12,000	20,000
Depreciation	4,200	6,000	10,000
	<b>16,200</b>	<b>18,000</b>	<b>30,000</b>
<b>Travel and Meetings</b>			
Staff Duty Travel and Per Diems	50,000	75,000	100,000
CT6 SOM/MM Travel grants 2 SOM 1 MM	45,000	45,000	45,000
Travel Grants for CT6 Working Committee participation	20,000	35,000	70,000
Hosted meeting Costs	15,000	15,000	25,000
	<b>130,000</b>	<b>170,000</b>	<b>240,000</b>
<b>Indicative Total</b>	<b>890,800</b>	<b>1,475,650</b>	<b>2,152,550</b>

Schedule 1a			
Indicative Salary Costs by Scenario			
USD			
	Scenario 1	Scenario 2	Scenario 3
	x3	x7	x12
<b>Professional Staff .</b>			
Executive Director	130,000	150,000	150,000
Deputy Executive Director - Programmes		120,000	120,000
Deputy Executive Director - Corporate Affairs		120,000	120,000
<b>Total Executive Staff</b>	<b>130,000</b>	<b>390,000</b>	<b>390,000</b>
Information Management & Communications Coord.		80,000	80,000
Publications Manager		70,000	70,000
Monitoring and Evaluation Specialist		70,000	70,000
Data base/GIS Manager		70,000	70,000
Marine Networks Coordinator			70,000
Fisheries Network Coordinator			70,000
Multi Lateral Agreements and Policy Advisor			70,000
Climate Change Coordinator			70,000
Sustainable Finance Advisor			70,000
Programe Coordinator	80,000		
Finance and Operations Manager	80,000		
<b>Total Professional Staff</b>	<b>160,000</b>	<b>290,000</b>	<b>640,000</b>
<b>Support Staff</b>			
Office Manager	15,000	15,000	15,000
Conference/Travel Officer	13,000	13,000	13,000
HR Manager			15,000
IT/Telecom Systems Technician		15,000	15,000
Receptionist	6,500	6,500	6,500
Accountant	20,000	20,000	20,000
Grants Manager			13,000
Accts. Asst.	6,500	6,500	6,500
Publications Asst.	15,000	15,000	15,000
Personal Asst.	6,500	6,500	6,500
Office Asst.	6,500	6,500	6,500
Driver	6,500	6,500	6,500
Maintenance	5,000	5,000	5,000
<b>Total Support Staff</b>	<b>100,500</b>	<b>115,500</b>	<b>143,500</b>
<b>Total Indicative Staff Costs</b>	<b>390,500</b>	<b>795,500</b>	<b>1,173,500</b>

## Country Assessed Contributions for Each Scenario Appendix 2

Appendix 2										
Country Assessed Contributions For Each Scenario based on Proposed Funding Formula Options										
Country	%total CT6 GDP	Scenario 1			Scenario 2			Scenario 3		
		Funding Option 1	Funding Option 2	Funding Option 3	Funding Option 1	Funding Option 2	Funding Option 3	Funding Option 1	Funding Option 2	Funding Option 3
		US\$								
Indonesia	59.87	\$ 148,466.67	\$ 302,408.78	\$ 533,321.96	\$ 245,941.67	\$ 500,953.66	\$ 883,471.66	\$ 358,758.33	\$ 730,747.67	\$ 1,288,731.69
Malaysia	21.25	\$ 148,466.67	\$ 164,798.00	\$ 189,295.00	\$ 245,941.67	\$ 272,995.25	\$ 313,575.63	\$ 358,758.33	\$ 398,221.75	\$ 457,416.88
Papua New Guinea	0.88	\$ 148,466.67	\$ 92,215.62	\$ 7,839.04	\$ 245,941.67	\$ 152,759.29	\$ 12,985.72	\$ 358,758.33	\$ 222,831.98	\$ 18,942.44
Philippines	17.86	\$ 148,466.67	\$ 152,718.75	\$ 159,096.88	\$ 245,941.67	\$ 252,985.44	\$ 263,551.09	\$ 358,758.33	\$ 369,033.17	\$ 384,445.43
Solomon Islands	0.073	\$ 148,466.67	\$ 89,340.11	\$ 650.28	\$ 245,941.67	\$ 147,995.89	\$ 1,077.22	\$ 358,758.33	\$ 215,883.54	\$ 1,571.36
Timor Leste	0.067	\$ 148,466.67	\$ 89,318.73	\$ 596.84	\$ 245,941.67	\$ 147,960.47	\$ 988.69	\$ 358,758.33	\$ 215,831.88	\$ 1,442.21
TOTAL		\$ 890,800.00	\$ 890,800.00	\$ 890,800.00	\$ 1,475,650.00	\$ 1,475,650.00	\$ 1,475,650.00	\$ 2,152,550.00	\$ 2,152,550.00	\$ 2,152,550.00
60%		\$ 534,480.00			\$ 885,390.00			\$ 1,291,530.00		
60%/CT6		\$ 89,080.00			\$ 147,565.00			\$ 215,255.00		
40%		\$ 356,320.00			\$ 590,260.00			\$ 861,020.00		

**Funding Option 1** Total Cost divided evenly between CT6 countries  
**Funding Option 2** 60% of Total divided evenly with the remainder divided proportionate to GDP  
**Funding Option 3** Total Cost divided proportionate to GDP

## Proportionate GDP for CT6 Countries Schedule 2a

Schedule 2 a						
Proportionate GDP for CT6 Countries						
Country	Subject Descriptor	Units	Scale	2009	% Total GDP	
Indonesia	Gross domestic product, current prices	U.S. dollars	Billions	539.377	59.865259	
Malaysia	Gross domestic product, current prices	U.S. dollars	Billions	191.463	21.250409	
Papua New Guinea	Gross domestic product, current prices	U.S. dollars	Billions	7.907	0.877595	
Philippines	Gross domestic product, current prices	U.S. dollars	Billions	160.991	17.868333	
Solomon Islands	Gross domestic product, current prices	U.S. dollars	Billions	0.657	0.07292	
Democratic Republic of Timor-Leste	Gross domestic product, current prices	U.S. dollars	Billions	0.59	0.065484	
			Total GDP	900.985		

International Monetary Fund, World Economic Outlook Database, April 2010

## Consolidated Table of Key Transition Actions

## Appendix 3

Key Action	Decision	Supporting Resources	Recommended Timing
Consideration of a proposed Transitions Committee	SOM6	CMWG Legal Consultant	SOM6 (Nov 2010?)
Adopt Agreement to Establish Regional Secretariat	SOM6/SOM7 MM3	CMWG interim Secretariat Legal Consultant	CT6 Consultation prior to SOM6 (Nov 2010?) MM3/SOM7 approval (Mar 2011?)
Adopt Headquarters Agreement and related tax/residency conditions	SOM6 / SOM7 MM3 Government of Indonesia	CMWG interim Secretariat Legal Consultant	CT6 consultation prior to SOM6 (Nov 2010?) MM3/SOM7 (Mar 2011?)
Adopt Rules of Procedure	SOM6/SOM7 MM3	CMWG interim Secretariat Legal Consultant	CT6 Consultation prior to SOM6 (Nov.2010 ?) MM3/SOM7 approval (Mar 2011?)
Adopt Staff Regulations	SOM6 / SOM 7 MM3	CMWG interim Secretariat Legal Consultant	Consultation with CT6 prior to SOM6 (Nov 2010?) MM3//SOM7 (Mar 2011?)
Adopt Financial Regulations	SOM6/SOM7 MM3	CMWG/FRWG/interim Secretariat Legal Consultant	CT6 Consultation prior to SOM6 (Nov 2010?) MM3/SOM7

<b>Key Action</b>	<b>Decision</b>	<b>Supporting Resources</b>	<b>Recommended Timing</b>
			approval (Mar 2011?)
Review and decide on structure and staffing for permanent Secretariat	SOM6 / SOM7 MM3	CMWG interim Secretariat Organisation Dev. Consultant	Consultation with CT6 prior to SOM6 (Nov 2010?) MM3/SOM7 (Mar 2011?)
Review Secretariat Budgetary Requirements and agree and commit to CT6 Funding / contribution formula	SOM6/SOM7 MM3	CMWG/FRWG/interim Secretariat Organisation Dev. Consultant	CT6 Consultation prior to SOM6 (Nov 2010?) MM3/SOM7 approval (Mar 2011?)
Initial Establishment Phase budget developed and submitted for CT6 consideration prior to MM approval	SOM6 /SOM7 MM3	CMWG/FRWG/interim Secretariat Organisation Dev. Consultant.	CT6 consultation prior to SOM6 (Nov 2010?) MM3/SOM7 (Mar 2011?)
Confirmation of funding sources and/or underwriting of Establishment and Operating budget	SOM6 / SOM7 MM3	CMWG/FRWG/ Transitions Sub Committee interim Secretariat Organisation Consultant	CT6 and development partner consultation prior to SOM6 (Nov 2010?) MM3/SOM7 (Mar 2011?)
MM Delegation of Authority to appoint Executive Director to SOM	MM3	CMWG Interim Secretariat	MM3/SOM7 (Mar 2011?)
Establish Appointment Committee as required by Staff Regulations or integrate with Transition Committee if	MM3/SOM7	CMWG/Transition Committee? interim Secretariat	MM3/SOM7 (Mar 2011?)

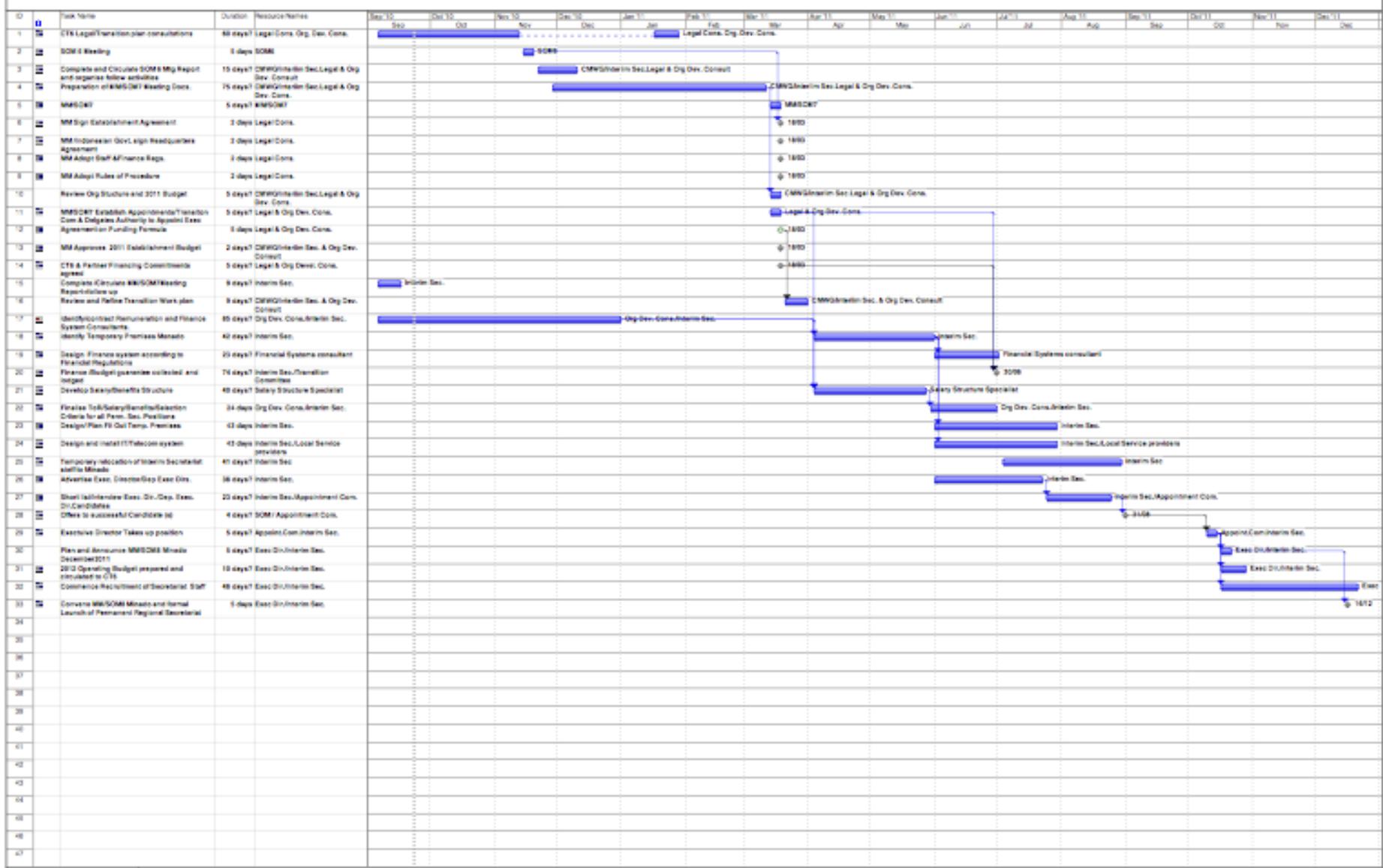
<b>Key Action</b>	<b>Decision</b>	<b>Supporting Resources</b>	<b>Recommended Timing</b>
this was appointed at SOM6		Organisation Consultant/Advisor	
MM approves initial Establishment Budget.	MM3	CMWG/FRWG/Interim Secretariat Org. Development Cons.	MM3/SOM7 Mar 2011
Develop Remuneration/Benefits Structure	Appointment Committee CMWG/Transition Committee	CMWG/Transition Committee Interim Secretariat Organisation Consultant/Advisor Specialist Salary System Consultant	Apr – May 2011
Design and establish Secretariat finance system according to Financial Regulations	SOM 7	CMWG/ FRWG/ Transition sub Committee interim Secretariat Financial Systems Consultant	Apr - Jul 2011
Identify/Lease temporary premises (Manado)	CMWG/Transition Committee interim Secretariat Indonesia Government	interim Secretariat Local service providers	Apr - May 2011
Finalise and adopt ToR/Salary/Benefits/Selection Criteria for all permanent Secretariat positions	SOM Appointments Committee	Organisation Dev. Consultant/Temporary Advisor Interim Secretariat	May – Jun 2011
Advertise Executive Director	interim Secretariat	Organisation Dev..Consultant/Temporary Advisor	June – Jul 2011
Fit out temporary premises	interim Secretariat	interim Secretariat Local service providers	Jun –Jul 2011

<b>Key Action</b>	<b>Decision</b>	<b>Supporting Resources</b>	<b>Recommended Timing</b>
Design and install IT/Telecommunications systems	interim Secretariat	interim Secretariat Local service providers	Jun – Jul 2011
Design and prepare Secretariat business forms	interim Secretariat	Local service providers	Jun - Sept 2011
Short list/Interview Executive Director candidates	SOM Appointments Committee	Organisation Dev.Consultant/Temp. Advisor interim Secretariat	July – Aug 2011
Temporary relocate interim Secretariat staff/Temporary Advisor?	interim Secretariat	interim Secretariat Local service providers	Jul – Aug 2011
Offers to successful candidate(s)	SOM Chairman on Appointments Committee recommendation	Organisation Consultant/Temporary Advisor interim Secretariat	Aug -Sept 2011
Executive Director takes up Position. Formal handover of responsibility interim to permanent Secretariat	SOM Chairman on Appointments Committee recommendation	Organisation Consultant/Temporary Advisor interim Secretariat	Oct 2011
Prepare 2012 Operating Budget and submit to CT6 60 days prior to MM4/SOM8	Executive Director	CMWG/FRWG / Transitions sub Committee interim Secretariat	Oct 2011
Commence recruitment of additional staff	Executive Director	Organisation Consultant/Temporary Advisor interim Secretariat	Oct – Dec 2011
Begin location of permanent Secretariat staff	interim Secretariat	Executive Director Regional Secretariat	Oct – Dec 2011

<b>Key Action</b>	<b>Decision</b>	<b>Supporting Resources</b>	<b>Recommended Timing</b>
Official launch Regional Secretariat	MM4/ SOM8	Executive Director Regional Secretariat	MM4/SOM8 (Dec 2011?)

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Appendix 4 Transition Plan - Key Actions



**Appendix 5**

**Relevant Effectiveness of Scenarios 1 – 3 in meeting CTI General Terms of Reference**

<b>Terms of Reference</b>	<b>Scenario 1</b>	<b>Scenario 2</b>	<b>Scenario 3</b>
Facilitate of the operations of the CTI			
Support regional CTI communications and meetings			
Support regional CTI coordination mechanisms and NCCs			
Provide cross cutting services			
Develop and maintain focused regional agenda			
Liaise between CTI governments and partners			
Produce and disseminate CTI outreach materials and major reports			
Raise awareness and support			
Develop and manage the CT Information Management System (CTIMS)			
<b>Indicative Scale</b>			
<i>Not Effective</i>			
<i>Moderately Effective</i>			
<i>Effective</i>			