

**SECRETARIAT OF THE PACIFIC COMMUNITY****FORTY-FIRST MEETING OF THE
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS**
(Noumea, New Caledonia, 1 – 4 November 2011)*Policy and Governance*

AGENDA ITEM 8.1 - DIRECTORATE OF OPERATIONS AND MANAGEMENT

(Presented by the Secretariat)

SUMMARY

1. This paper reviews the achievements of the Operations and Management Directorate in 2011, and outlines work planned for 2012. The Directorate worked on numerous initiatives in 2011 to ensure SPC's corporate and programme support services meet the needs of an expanded and decentralised "post-RIF" organisation that seeks to operate with efficiency, transparency and accountability.
2. In response to some members' request for a more detailed work programme and budget document, a new format has been adopted for presentation of SPC's 2012 budget in the 'Green Book'. The green book now provides more information linking work plans with expenditure and outcomes.
3. A new Human Resources Information System is being introduced in a joint initiative with other CROP agencies. This major project is discussed in detail in CRGA paper 9.1.
4. A review of SPC's policies, rules and regulation has begun with the aim of updating documents that have evolved over several years, sometimes losing clarity in the process. The review was particularly necessary with the integration of SOPAC and SPBEA.
5. A review of the organisation of Corporate and Programme Support Services was commissioned to determine the ideal corporate and programme support services structure and skill mix required at each SPC location. Part of the brief is to explore efficiencies that could be achieved through further integration of the corporate services sections of SPBEA and SOPAC with those of SPC (see CRGA paper 8.2 for more details).
6. An upgrade of SPC's ICT infrastructure has enabled the implementation of a virtualised infrastructure in Suva and Noumea, which provides much greater flexibility and has the added benefit of saving on electricity. A new documents and records management system is also being introduced.
7. SPC was pleased with the very positive outcome of a comprehensive 'Institutional Assessment' commissioned by the European Commission, which benchmarked its corporate services policies and procedures, including financial procedures, against international standards. The result means that SPC's systems are sound and that the Commission can continue to apply the 'joint management' mode to projects implemented by SPC.

8. SPC is similarly gratified by the unqualified audit opinion received for its annual accounts, for the 15th consecutive year.
9. Key highlights of the directorate's 2012 work programme include the full implementation of the new Human Resources Information System and the document management system, further integration and strengthening of SPC's corporate communication and financial systems, the completion of the review of administrative and financial policies and the full merger of the corporate and programme support services of the three pre-RIF organisations. Further effectiveness and efficiency gains are expected, which will be used to address some of the priority resources needs of the directorate.
10. SPC gratefully acknowledges AusAID's financial support for many of the initiatives that this report describes.

RECOMMENDATIONS

11. CRGA is invited to:
 - i) note progress with the implementation of the 2011 work programme of the Operations and Management Directorate; and
 - ii) note the outline of the 2012 work programme.
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DIRECTORATE OF OPERATIONS AND MANAGEMENT

PURPOSE

1. This paper reviews the achievements of the Directorate of Operations and Management in 2011 and outlines work planned for 2012.

PRESENTATION OF THE DIRECTORATE

2. The Operations and Management Directorate was established in January 2011 as part of the revision of SPC's organisational structure. It combines the Secretariat's:
 - Corporate Services: administration (including travel, procurement, registry and property management), human resources and finance; and
 - Programme Support Services: ICT, library, publications and translation/interpretation.
3. The programme support services are headed by managers (the SPC Librarian in the case of the library). A Director oversees Corporate Services. Since the restructure at the beginning of the year, the Deputy Director-General (Noumea) has had overall responsibility for the directorate, which now includes all corporate support functions. A review is currently underway to help develop the most effective and efficient structure for the directorate.

Finance

4. The revised budget for the directorate for 2011 was 5,680,440 CFP units. The breakdown by section is shown in Table 1.

Table 1: Revised core budget of OMD for 2011 in CFP units

Corporate Services	
Director's Office	237,000
Administration	940,340
Finance	842,900
Human Resources	310,100
<i>Subtotal</i>	<i>2,330,340</i>
Programme Support Services	
ICT	970,800
Library	220,600
Publications	837,600
Translation-Interpretation	1,321,100
<i>Subtotal</i>	<i>3,350,100</i>
Total	5,680,440

5. Most of the directorate's funding comes from the core budget including income from project management fees. In addition, Australia has provided funding for specific projects, to help the new 'post-RIF' SPC overhaul its corporate systems, policies and procedures. New Caledonia provides a specific annual grant to finance 50% of an interpreter/translator position.
6. In the initial Financial Year 2011 budget, the chapter for Corporate Services included 'common charges' for non-discretionary costs such as utilities over which budget managers have no direct

control. They have now been put in a separate chapter (budget chapter IX), which will also contain SOPAC's common charges from FY 2012.

7. SOPAC Corporate Services and Programme Support Services were included in the SOPAC Director's budget line in 2011. From next year, these services will be shown in relevant functional areas.

Staffing

8. At the end of September, the Directorate had 152 staff of whom approximately 30 per cent are internationally recruited and 70 per cent locally recruited. The breakdown is shown in Table 2.

Table 2: OMD staffing as at September 2011¹

<i>Corporate Services</i>	Internationally recruited	Locally recruited	Total
Director's Office	1	-	1
Administration	7	51	58
Finance	6	22	28
Human Resources	2	8	10
<i>Programme Support Services</i>			
ICT	9	10	19
Library	1	5	6
Publications	7	8	15
Translation/Interpretation	9	2	11
Total	42	106	148

9. Of the total, 48 per cent are female. Women represent 40 per cent of directorate staff at internationally recruited level and 52 per cent at locally recruited level. SOPAC corporate services staff are included in Table 2.²
10. OMD staff are located at all SPC regional offices with decisions on location guided by the number of staff or type of activities undertaken by various offices. The Suva Regional Office now has OMD staff from all sections. Most recently, a publications editor and interpreter/translator have been appointed in Suva with another Suva-based interpreter/translator post currently being advertised. ICT and the Library have had a long-standing presence at the Suva Regional Office. SOPAC has also had publications, library and ICT staff in addition to corporate services staff. The Pohnpei office has corporate services staff and an ICT position. The Honiara office has no corporate services staff. Accounting services there are outsourced.

PROGRESS TOWARDS ACHIEVING 2011 WORK PROGRAMME OBJECTIVES

11. Many of the OMD's functions are ongoing tasks, such as staff recruitment, financial and payroll services, event management, production of publications, record keeping and maintenance of networks, that must be carried out to support the delivery of services by technical programmes. However, the environment in which the directorate operates has been changing, as the following examples indicate:

¹ Includes staff in short-term or part-time positions and staff in self-funded operations such as the Noumea canteen and the Noumea housing unit.

² SPBEA administration staff are currently counted as SPBEA programme staff rather than corporate services staff.

- Growth of the organisation: Even before RIF implementation, SPC was expanding in terms of budget, staff numbers and programme activities.
 - Decentralisation: Provision of support services to permanent/project offices in several countries has placed new demands on systems and procedures.
 - RIF-based merger: While there has been a need to harmonise and standardise the policies and procedures of three previously independent organisations, there is also an opportunity to adopt the best practices of each.
 - New partnerships and expectations: The increasing expectations of members of the Pacific Community and development partners over a wider scope of work must be met.
 - Changes in standards: Our systems must continue to meet international standards and practices and stay up-to-date with changes, e.g. in accounting principles.
 - Technology opportunities: Internet connectivity and communication technology in general continually provide opportunities to automate processes and free resources that can be better used elsewhere.
12. In response to this changing environment, OMD is currently undertaking a large number of projects to optimise the efficiency of its services and systems. These projects are the focus of this report.

EU Institutional Assessment

13. SPC's corporate services policies and procedures were the subject of a comprehensive 'Institutional Assessment' commissioned by the European Commission. The assessment was undertaken by PricewaterhouseCoopers over a period of several weeks and involved discussions with staff and extensive reviews of policies, manuals and other relevant documents. In accordance with EC standards for such assessment, the auditors reviewed SPC's policies in the following four areas:
- accounting standards
 - auditing standards
 - internal control standards
 - procurement standards.
14. SPC policies in these areas were benchmarked against international standards such as the 'International Standards for Auditing' and 'International Financial Reporting Standards'. EC standards require the auditors to prioritise any recommendations. Priority 1 recommendations indicate serious shortcomings; priority 2 recommendations require prompt specific action; and priority 3 recommendations indicate that specific remedial action is desirable.
15. SPC is pleased to report that few priority 2 and 3 recommendations were issued by the auditors. There was no priority 1 recommendation. Follow-up action on the recommendations is part of OMD's 2011 and 2012 work plan. SPC understands from comments by the auditors and EC officials that this is a very positive outcome for such a comprehensive assessment and has been advised by EC that the result allows the Commission to continue to apply the 'joint management' mode to projects implemented by SPC. This approach allows the recipient organisation (SPC) to use its own policies and procedures as they have been verified as meeting international benchmarks.
16. The Secretariat believes this positive outcome reflects the benefits of its continued investment in the development of its systems and procedures and also demonstrates the value of external feedback. With the permission of the European Commission, the report of the assessment is available on SPC's CRGA/Conference website.

Review of the directorate's structure

17. When SPBEA and SOPAC merged with SPC, they brought their own corporate services sections, which are being integrated with those of SPC. For example, SOPAC corporate services staff will be part of the respective SPC functional areas from 2012. As this report discusses in other sections, corporate systems are also being standardised in all areas.
18. In addition, a review of Corporate and Programme Support Services was commissioned, with terms of reference including the following:
19. 'Determine the ideal corporate and programme support services structure and skill mix for providing efficient and effective support for the delivery of technical and scientific services to SPC members from each SPC location, including the types of corporate and programme support services that should be provided to decentralised offices from either the Noumea or Suva offices and those best provided at the decentralised offices themselves.'
20. Progress with the review is the subject of CRGA paper 8.2. At the time of writing this report, an initial working draft of the review report has been received.

Review of administrative and financial policies

21. SPC's policies, including regulations, rules, guidelines and procedures, have been developed over time and, in many cases, updated on an 'as required' basis. As a result, they have tended to become lengthy, lacking in structure, and not always consistent in style and approach. After the merger of SPC, SOPAC and SPBEA, SPC's regulations apply to the new organisation. The same is generally true for lower-level policies. However, there is a need to harmonise policies, particularly at the level of rules, procedures and guidelines. The review presents a great opportunity to adopt best practices from the three pre-RIF organisations and from other CROP agencies, and to draw on international best practice to help SPC meet current and future needs.
22. The review of administrative and financial policies is covered in more detail in CRGA paper 9.4.

PROGRAMME SUPPORT SERVICES

Information Communication Technology (ICT) section

23. By the end of 2011 the ICT section will have completed a large number of projects:
24. As recommended by SPC's auditors, the ICT systems documentation has been completely rewritten and updated and back-up systems and policies have been improved.
25. An electronic document and record management system (EDRMS) is being implemented in a joint project with the Library and Registry. A new travel management system is being developed. New mail servers have been installed in Suva and Noumea and WAN link optimisation with auto failover between Suva and Noumea has been implemented. WAN optimisation devices were also put into operation between the SPC Pohnpei office and HQ. This technology is an integral part of plans to install a single human resources (HR) and payroll system across the whole of SPC.
26. Progress has been made in integrating SOPAC and SPBEA ICT systems. SOPAC Finance and HR systems have been migrated to SPC systems, and work is commencing on SPBEA finance systems. A new IP PABX has been installed at SPBEA. Funding was secured in mid-2011 to further upgrade the ICT and phone systems at SOPAC and SPBEA. The upgrade of SPC's PABX systems already

allows direct and free calls (voice over the internet – VOIP) between Noumea and the Nabua offices of SPC in Suva. This will be extended to SPBEA, SOPAC and the Pohnpei office in due course.

27. A virtualised infrastructure has been implemented in Suva and Noumea. This has been a major project, made possible by a grant from AusAID to upgrade SPC's ICT infrastructure. With the AusAID funding, the section has put in place cutting-edge technology with a five-year year plan for upgrades and maintenance. Electricity consumption of the central corporate ICT infrastructure is expected to be reduced by around 50% – a decrease of about 15% has already been achieved. The virtualised environment also provides much greater flexibility for the ICT section. Production-quality servers can be deployed within minutes, and test and development environments can be provisioned quickly, enabling production processes to remain independent from research tasks. The next step will be the development and implementation of a disaster recovery policy (also often referred to as a business continuity plan).

Library

28. SPC's main library is at SPC's headquarters in Noumea, while branches are located in Suva including at SOPAC.
29. The Library uses 'Koha' software for records management. The staff of the Suva Nabua library branch are moving all remaining records (around 30,000) from the old system to Koha. Similarly, SOPAC library staff are working to migrate their library records to Koha. All new library resources and previously unrecorded items are catalogued directly into Koha. Once the migration is complete, all staff will be able to work from the one SPC library system instead of three.
30. In 2011, a more suitable location for SPC's Suva library was explored. The current building cannot carry the weight of the library collection and plans were being made to move it to the Lotus building in Nabua until advice from the engineers indicated that this structure could not bear the load either. The ideal solution would be a purpose-built facility but resource constraints mean that this option has not yet been developed.
31. Staff of the SOPAC library are involved in the 'SOPAC Compendium Project', which is compiling a digital record of all the work undertaken by SOPAC in each country along with electronic repositories of all raw datasets, products of processed datasets and reports. Sifting and collation of the data has been underway since October 2010 and has been given a major boost by an AusAID grant. The work includes physically handling hard copy material (in some cases large formats up to 50 cm wide and several meters in length) for scanning and recording metadata.

Publications

32. In August 2011, the Publications Section had 12 staff including editors, graphic artists, a corporate webmaster, and printery and distribution staff. All are based at headquarters except for an editor in the Suva office. The decision to appoint an editor in Suva took account of the growth in programmes and staff numbers there, and the increased need for hands-on assistance in producing publications. SPC's publications capacity in Suva had been further strengthened through the merger with SOPAC, which has three publications staff (editor, assistant editor and graphics artist).
33. SPC is producing more publications than ever, with the majority being published in printed and digital formats and in English and French. The use of freelance editors (French and English) and graphic artists is a cost-effective way to supplement in-house resources and cope with the higher workload while maintaining the standard of publications as part of SPC's quality assurance systems. Significant publications during the year include a 900-page report on the vulnerability of tropical Pacific fisheries and aquaculture to climate change (to be launched at the 7th Conference), a

comprehensive manual on processing virgin coconut oil products and by-products, and a report on food security in the Pacific and East Timor, in addition to numerous technical reports, corporate publications and electronic and printed newsletters.

34. The corporate webmaster has been appointed on a one-year local contract with a brief to revise the overall website and improve its usability in terms of the presentation and accessibility of the huge amount of information offered by SPC programmes. The webmaster works with programme staff who look after specific areas of the website including several member-only databases.
35. Digital publishing and the availability of cheaper devices for reading e-books and documents has significantly changed the operation of SPC's Noumea printery and staffing has been reduced by 2.5 positions in the past two years as the printery moves to becoming a print-on-demand copy centre. Paper is still preferred in many situations, however. This year, for example, the printery has produced tens of thousands of pages of the special waterproof forms used by observers on tuna boats to record catch information.

Translation/Interpretation

36. During 2011, the section has implemented significant changes to cope with the increasing demands of a much larger organisation. Two Noumea-based positions that were previously translator positions only are now filled by staff who can also interpret when the need arises. This has allowed the establishment of two interpreter/translator positions in Suva to meet the demands of the growing number of staff and programmes there. The section is making more extensive use of freelance translators and interpreters and recently completed the migration to the latest version of its specialised translation management software system 'Multitrans'. All changes have been implemented within the section's current budget envelope.

CORPORATE SERVICES

37. The Corporate Services work plan for 2011 was developed at a planning meeting at the beginning of the year. Chaired by the Director of Corporate Services, the meeting brought together key staff from the Noumea, Pohnpei and Suva offices.
38. In addition to the projects described below, SPC also chairs the CROP Harmonisation Working Group. The Director, Corporate Services, coordinates the work of this group.

Finance

39. **New budget and work programme format:** The 'Green Book' has been synonymous with the SPC budget since 2003. It provides a clear presentation of SPC's annual budget, linked to objectives and outputs that need to be achieved each year and performance indicators to measure implementation for each division/programme. When originally tabled, the green book was heralded at CRGA as a model budget document – a straightforward presentation containing adequate information to link expenditure directly to the more detailed programme/divisional strategic plans and work plans. However, over the past two years, some members have indicated they would like to see a more detailed work programme and budget document. The Secretariat has taken these views on board and made initial changes to both the 2011 budget and work programme presentations. These were positively received by CRGA in 2010, which also supported the further development of the budget presentation. The following table presents the features of the new budget structure, as presented to CRGA last year, and presents an update on progress.

Feature	Implementation status – 2012 budget
The budget will be linked to SPC’s key result areas.	Budgets are linked to key result areas
In addition to divisional budgets, it will incorporate separate budgets for each PICT linked to the joint country strategies	Not yet implemented due to methodological difficulties in allocating regional funding streams to national activities
A regional budget stream will be maintained for regional initiatives/interventions.	Maintained
There will be more detailed presentation of work programmes, particularly at the key result areas level.	The divisional reports now present next year’s work programmes in more detail than previously. The budget also provides more details on expected outputs
Income from recurrent (core and programme funding) sources will continue to be delineated from non-recurrent (project) funding. The contribution of recurrent and non-recurrent funding to achievement of KRAs will be improved.	This has been done In addition, the expected results of individual projects are described in both the divisional reports and budget document
A multi-year budget covering at least the two following years will be included.	The budget now covers years 2011 (revised), 2012 and 2013, and an annex provides an even longer-term forecast.

40. In addition to the above changes, the budget now reflects SPC’s new organisational structure. Directors’ offices are now shown with their divisions and SOPAC’s corporate services are integrated with the SPC functional areas. Finally, there is a new chapter that groups corporate common charges such as utilities.
41. **Review of SPC finance regulations:** SPC’s financial regulations, which govern its financial administration and are approved by SPC’s governing body, were last reviewed in 2001. The section on financial delegations was updated in 2009. With the integration of SOPAC and SPBEA, which have their own financial policies, it is now necessary to revise the regulations taking into account the financial regulations of all three organisations and those of CROP agencies, and international best practice. The project is expected to start after CRGA and be completed toward the end of the year or in early 2012.
42. **Detailed revision of the finance policies and procedures manual:** SPC’s financial policies and procedures manual was issued in 2002, with supplementary policies and procedures added from time to time. A detailed revision is therefore timely. In addition, the integration of SOPAC and SPBEA has resulted in the need to harmonise the practices of the three previously separate organisations. This project is planned for 2012.
43. The review of both the finance regulations and manual are part of the larger project to review SPC’s administrative policies.
44. **Establishment of an internal audit function:** SPC and key donors have become increasingly convinced that an organisation the size of SPC requires an internal audit function. A separate CRGA paper (paper 10.6) reports on progress with this project and proposes charters for the internal audit function and an audit committee.
45. The finance section took the lead role in coordinating SPC’s inputs into the comprehensive

Institutional Assessment commissioned by the European Union. This was a resource-intensive project that took several weeks.

46. The finance section achieved another ‘unqualified audit opinion’ on the 2010 annual accounts it prepared.

Administration

47. **Implementation of Procurement and Risk Management Policies:** In 2010, formal corporate policies for managing (1) purchasing and supply, and (2) risk were developed. The policies require seeking tenders for high-volume procurement (e.g. printing, ICT purchases), drawing up preferential suppliers’ agreements, and assisting SPC work programmes to develop risk logs and integrating them into a corporate risk register. Efficiency gains are being achieved through the new centralised procurement review and approval mechanism. For example, the appointment of travel service providers on a preferred service provider agreement is starting to result in savings.
48. **Establishment of centralised travel function in Suva:** An international tender process for travel was concluded in early 2011. The administration section is now working towards centralised travel coordination for Suva, as already established at headquarters.
49. **Travel and workshops:** SPC’s travel management guidelines have been reviewed and a new draft travel and workshop policy prepared.

Human Resources (HR)

50. **Review of HR rules, policies and regulations:** The merger of SPC, SOPAC and SPBEA has required a review and update of SPC’s HR rules, policies and regulations to ensure that best practices from the three organisations are adopted and the documentation is as clear as possible. This project has started and is expected to be completed in the first quarter of 2012 as part of the overall review of SPC’s administrative and financial policies.
51. The section coordinated several studies this year including an initial analysis of CROP remuneration policies as they relate to the use of the SDR and the COLDA methodology, a review of the terms and conditions for locally recruited staff, the first stage of a review of the terms and conditions for internationally recruited staff, and the market data review.
52. The section completed the first SPC staff perspective survey, selected and trialled an online recruitment system and coordinated the first annual cycle of appraisals under SPC’s new performance development system.
53. **Human Resources Information System:** This major project, a joint initiative with other CROP agencies, is discussed in detail in CRGA paper 9.1.

2012 WORK PROGRAMME AND BUDGET

54. In 2011–12, the ICT section will move all staff to a new single logon domain and to new mail servers. A single ICT helpdesk and Intranet portal for the whole of SPC will be implemented. WAN links between the offices in Noumea, Suva and Pohnpei will be upgraded.
55. Specific post-RIF initiatives for SOPAC and SPBEA in 2012 include the full integration of their ICT infrastructure into the SPC domain and the installation of new hardware at both sites. Components of the new document management system will be operational from 1 January 2012 though the project will require continuing investment of staff time in 2012.

56. A suitable permanent home for the Suva Library will be sought. A new multi-purpose facility housing the Library, registry, archives and a mail distribution centre would be ideal. SPC does not have a registry and centralised archives in Suva and a study conducted in 2010 found that a significant amount of documents were not appropriately classified or stored. However, SPC does have a well-developed records management policy that needs to be fully implemented in Suva and appropriate storage facilities need to be found.
57. The Publications Section will work closely with administration and library staff to improve the management of publication production in Suva. The expertise and resources of the SOPAC division in this area will also be tapped. Other priority tasks include seeking resources to establish the webmaster position on a permanent basis and realising further efficiency gains in the production of documents.
58. The Translation and Interpretation Section expects to have the second interpreter/translator position on board in Suva next year. This will strengthen SPC's bilingualism and help realise savings, in particular when servicing Fiji-based conferences and meetings.
59. A number of the major Corporate Services projects described under the 2011 work programme will continue in 2012. Implementation of agreed recommendations of the review of programme and corporate support services will begin. The updating of policies will continue with the finance and HR regulations expected to be presented to CRGA next year. The finance manual is also expected to be completed next year. Components of the new Human Resources Information System will be operational from 1 January 2012 and others will be introduced in the course of the year. The new SPC budget format will continue to be developed.
60. As OMD is mostly funded from the core budget, the 2012 budget will remain largely unchanged from 2011. Variances between the revised 2011 and the new budget are largely due to the restructure of the budget, which now integrates SOPAC's common charges and SOPAC's corporate and programme support services with the relevant corporate budget chapters.

FUTURE DIRECTION, OPPORTUNITIES AND CHALLENGES

61. A number of OMD areas are under-resourced or lacking:
 - The Human Resources function currently consists of two HR officer positions supported by clerical staff. This is clearly insufficient to serve the needs of an organisation with almost 600 staff. AusAID has provided temporary and much-welcomed support on a project basis; however, more recurrent funding is needed.
 - The internal audit function is currently project-funded but should be core-funded.
 - SPC has no in-house capacity for legal advice. To review contracts and employment matters, for example, the organisation relies on the experience of existing staff and buys in (expensive) legal expertise when necessary. An in-house legal advisor would be more appropriate.
 - Because of budgetary constraints, SPC no longer has a corporate public relations and communications position, whereas for an organisation of its size, at least one in Noumea and one in Suva would be considered the minimum. Although clearly responding to an ongoing need, the position of corporate webmaster is funded on a temporary basis.
 - Based on current workloads and the increased complexity of the ICT environment, the ICT section estimates that it needs an additional three positions at internationally recruited level and six additional locally recruited posts. Its operational budget for system maintenance including licence fees and equipment upkeep needs to increase from the current 70,000 CFP units to 250,000 CFP units by 2014.
 - A proper multi-purpose facility to house the library, registry, archives and a mail distribution centre is needed in Suva.

62. The review of the provision of corporate and programme support services at SPC is aimed at identifying potential effectiveness and efficiency gains, including as a result of RIF implementation. Any savings will be redirected to help address some of the gaps described above, although it is unlikely that they will be sufficient.

CONCLUSION

63. While the lack of adequate resources in key areas is the greatest challenge for the Directorate of Operations and Management, it is positioning itself to meet the changing requirements of the 'new SPC'. Streamlining or upgrading (including of ICT systems) initiatives are being undertaken in all the areas the directorate covers and its overall organisation is also being reviewed to ensure that services to technical programmes and management are delivered in the most efficient and effective way within the given resource constraints.
64. The integration of SPC, SOPAC and SPBEA has created transitional work load peaks. At the same time it provides a great opportunity to explore efficiency and effectiveness gains. It has also acted as a catalyst for positive change by bringing together good practices from three organisations.
65. The positive outcome of recent external reviews such as the EC institutional assessment and the audit of SPC's annual accounts reflects the benefits of the organisation's continued investment in the development of its systems, policies and procedures and also demonstrates the value of external feedback.

RECOMMENDATIONS

66. CRGA is invited to:
- i) note progress with the implementation of the 2011 work programme of the Operations and Management Directorate; and
 - ii) note the outline of the 2012 work programme.