

**THE CANBERRA AGREEMENT  
AND RELATED RESOLUTIONS  
ADOPTED BY CONFERENCE**

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Secretariat of the Pacific Community (SPC)  
Noumea, New Caledonia  
July 1999

**RESOLUTION ADOPTED BY THE THIRTY-SEVENTH SOUTH PACIFIC CONFERENCE,  
HELD IN CANBERRA, AUSTRALIA,  
20-21 OCTOBER 1997**

The Conference,

- ▶ Noting the recommendation by the 1996 organisational review team that ‘Conference incorporate the key points of the re-structured relationships in a comprehensive resolution which varies or expands upon the provisions of the Canberra Agreement’,
- ▶ Reaffirming the relevance of the Commission's mandate to the continuing development of Pacific Island countries and territories,
- ▶ Conscious of the need for the Commission to have orderly operational procedures as it stands upon the threshold of the year 2000,

*Hereby resolves* that the following procedures shall apply:

**I. RELATIONSHIP BETWEEN THE CHIEF EXECUTIVE OF THE SOUTH PACIFIC COMMISSION AND THE ORGANISATION'S GOVERNING BODY, THE SOUTH PACIFIC CONFERENCE AND ITS COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS (CRGA)**

*The Conference is the governing body of the Commission. Its key focus is to appoint the Director-General and to establish policy of the organisation. The Director-General has full responsibility and authority to manage the organisation within the guidelines of established policy. He or she is fully accountable for any failure to meet the organisation's objectives.*

*The Director-General shall be appointed by Conference based on strict criteria for selection, in keeping with the requirements for the position set out in the Canberra Agreement, as follows:*

- ▶ *possesses understanding of technical and regional issues;*
- ▶ *displays sensitivity to the needs of the organisation and of the region;*
- ▶ *has prior technical experience in areas relating to the purpose of the organisation;*
- ▶ *has understanding of the geopolitical aspects of the region;*
- ▶ *has demonstrated experience as a good manager of research, technical and administrative staff;*
- ▶ *possesses leadership qualities;*
- ▶ *possesses communication skills both within and outside the organisation;*
- ▶ *possesses ability to work well with donors;*
- ▶ *possesses ability to formulate vision.*

*The position should be widely advertised in the region in order to attract a broad range of candidates. After an initial screening, CRGA shall rank the candidates and recommend one to Conference for appointment.*

*There shall be a six-year limitation for the executive posts of the Director-General and the Deputy. The Director-General may hold office for three two-year terms, with renewal of contract after each term being dependent on performance. The Deputy Director-General may hold office for two three-year terms, with renewal of contract after the first being dependent on good performance.*

*The performance of the Director-General shall be evaluated annually by the CRGA. The examination of the Deputy's work performance shall be done each year by the Director-General.*

*There shall be a six-year limitation for the executive posts of the Director-General and the Deputy. The Director-General may hold office for three two-year terms, with renewal of contract after each term being dependent on performance. The Deputy Director-General may hold office for two three-year terms, with renewal of contract after the first being dependent on good performance.*

*The performance of the Director-General shall be evaluated annually by the CRGA. The examination of the Deputy's work performance shall be done each year by the Director-General.*

*The laws governing SPC operations are contained in existing Staff Regulations and Financial Regulations. If Conference wishes to change its laws, it shall change the regulations to reflect its decision.*

## **II. OFFICE OF THE DIRECTOR-GENERAL**

*To clearly reflect the technical/advisory role of the SPC, the title of Secretary-General is changed to Director-General. The deputies shall be called Deputy Directors-General and the divisional heads shall be called Directors.*

*The Director-General has the authority to appoint his Deputy. The Director-General shall consult with member governments and administrations in this process.*

*The number of deputies in SPC shall be reduced from two to one. This arrangement shall take effect upon expiration of the existing contracts for the Director of Programmes and Director of Services. In the interim periods:*

- (a) the two Directors shall be called Deputy-Directors-General, and*
- (b) they will have equal oversight responsibility over all programmes and services unit, but with the first line of reporting distributed between them.*

*Restrictions on the transfer of funds to the Administrative Budget as provided in Financial Regulations 9(b) and (c) shall be deleted so that management can have the necessary flexibility in grappling with budgetary problems.*

*For new projects which come with funds but which are not already included in the total approved work programme budget, the Director-General shall have the authority to vary the programme budget within a limit of 20 per cent of the approved budget. This variation shall be reported to the governing body at the earliest possible opportunity.*

## **III. MEETINGS OF CONFERENCE AND CRGA**

*With effect from 1998, CRGA shall meet once a year in Noumea to:*

- (a) consider the outcome of an effective work programme evaluation conducted annually in-house by the Secretariat,*
- (b) fully discuss a comprehensive analysis of work programme changes proposed by the Secretariat in the context of regional priorities;*
- (c) consider and approve policy issues for the organisation put forward by the Secretariat and by member countries and territories;*
- (d) debate and approve policy issues for the organisation put forward by the Secretariat and by member countries and territories;*

- (e) consider applicants for the post of Director-General and recommend one to Conference for appointment;*
- (f) approve administrative and work programme budgets;*
- (g) approve amendments to the Financial and Staff Regulations; and*
- (h) conduct annual performance evaluations of the Director-General.*

*In years when the Conference is not convened, CRGA shall meet in Noumea. In years when the Conference is convened, CRGA shall meet immediately before the Conference, at the same venue.*

*With effect from 1997, the Conference shall be convened every two years in October, either in Noumea or in a host country or territory if a member offers to host:*

- (a) to appoint the Director-General;*
- (b) to consider major national or regional policy issues in the areas of competence of the organisation; and*
- (c) to note changes to the Financial and Staff Regulations approved by the CRGA.*

#### **IV. THE RESTRUCTURING OF SPC**

*With effect from early 1999, the organisational structure shall have a senior management of:*

*Director-General;*

*One Deputy Director-General;*

*Three Directors:*

*Marine Resources Division,  
Land Resources Division,  
Social Resources Division.*

*The Agriculture, Community Education Training Centre and Regional Media Centre programmes and the Suva administration shall be brought together under the Land Resources Division, which will become a sub-regional office of the SPC.*

#### **V. THE WORK PROGRAMME**

*In widening its focus, SPC shall be guided by general criteria to ensure that the new programmes will be in the best interest of the region, are sufficiently funded and fall within its mandate.*

*SPC's approach to the preparation of its work programme shall feature a continuous pipeline of integrated projects over a three-year period. To assure funding, these should reflect prioritised needs of member governments, be well-integrated, be fully costed, be well-packaged and meet the prescribed format requirement of donors.*

*A specific Small Islands Fund is hereby established within SPC. It will provide technical assistance, training and other services as required by the SPC's small Island members. Island member countries and territories, traditional and non-traditional donors are invited to contribute to the corpus of the fund on a continuing basis.*

## **VI. THE CORE BUDGET AND FINANCE ISSUES**

*The formula for core contributions shall reflect the principle of burden sharing. In particular, it shall include provision for the following:*

- (a) special grants by SPC host governments;*
- (b) a 90:10 split between the four metropolitan members and the Island countries and territories;*
- (c) Pacific Island countries' and territories' share being based on capacity to pay;*
- (d) more equitable distribution among donor members; and*
- (e) review every three years.*

*The Commission shall take a new approach to budgeting, establishing clear and rational guidelines designed to make the core budget inflation-proof.*

## **VII. CHANGE IN THE ORGANISATION'S NAME**

The Conference agreed:

- (a) to re-name the South Pacific Commission 'Pacific Community', with effect from 6 February 1998;
- (b) to defer consideration of a new acronym\*.

### **(Footnotes)**

\* Subsequently to this Conference decision and following consultations with members, it was agreed to retain the acronym SPC (Secretariat of the Pacific Community).