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LETTER OF AGREEMENT

between

**The Pacific Islands Applied Geoscience Commission (SOPAC), and
The Secretariat of the Pacific Community (SPC)
covering the transfer of the Core Work Programme functions of
SOPAC to SPC**

(Final 2nd August 2010)

Preamble

1 This Letter of Agreement (LOA) is between the Pacific Islands Applied Geoscience Commission (SOPAC) and the Secretariat of the Pacific Community (SPC), two independent intergovernmental regional organisations. Specific references in the LOA to actions by entities of these organisations including Members, Secretariats, Governing Councils and staff are intended solely to give the LOA meaning and readability in the context of the processes described in paragraph 4 below.

2 This LOA has been prepared in two stages, first stage (Milestones 1 and 2), followed by a final stage (Milestones 3 and 4) to fully effect the LOA.

- Milestone 1: First Draft LOA circulated to Members by 5th May, signed by CEOs 10th June.
- Milestone 2: Final Draft LOA circulated to Members by 18th July for their agreement and endorsement by 1st August with approval for CEOs to sign by 8th August.
- Milestone 3: Progress report to SOPAC Council and SPC/CRGA in late October,
- Milestone 4: 1 January 2011, transfer and integration completed to fully effect this LOA, and operations commence of the Applied Geoscience and Technology Division of SPC.

3 The CEOs of SOPAC and SPC sign this LOA in accord with the agreement of the two governing bodies and with the concurrence of the Chair of the SOPAC Governing Council and the Chair of the SPC Conference.

4 Both SOPAC and SPC acknowledge this LOA constitutes the record of the agreement for the full and effective transfer and integration of specific functions within the work programme of SOPAC into SPC upon the date this LOA is signed and dated.

5 Both SOPAC and SPC further acknowledge the signing of this LOA will bring closure in respect of the Forum Leaders' decision (2007 Forum Communique: para 19b) on the Regional Institutional Framework (RIF) reform process, which SOPAC Council and SPC/CRGA have agreed to pursue.

6 The specific functions covered by this LOA comprise the activities generally described as the SOPAC Core Work Programme, described in more detail in Annex 1 to this LOA.

7 The basis of this LOA is the decision of the meeting of the Joint Governing Bodies of SOPAC, SPREP and SPC convened in Suva, Fiji, 7-8th July 2009 and subsequently endorsed by the Leaders at the Pacific Islands Forum Meeting in Cairns, 5-6th August 2009.

8 Both SOPAC and SPC acknowledge that this LOA is consistent with the role of the Council of Regional Organisations of the Pacific (CROP) as a partnership of equals, as well as the CROP Charter and its guiding principles for improving services.

9 Both SOPAC and SPC acknowledge that this LOA will constitute a formal and binding agreement between the two organisations. Both organisations recognise the format of the LOA is consistent with previous transfers of work programme functions between the intergovernmental regional organisations, and as such it is recognised the LOA conforms with “best practice” in the region. Nonetheless the transfer and integration is exceptionally large by comparison with previous examples as it involves consideration of 100 staff and an ongoing annual work plan and budget of between FJ\$20-30 million.

10 In deciding on the transfer and integration of SOPAC’s core work programme to SPC the governing bodies considered a due diligence assessment including an assessment of anticipated risks. Both SOPAC and SPC acknowledge this LOA: (i) endeavours to minimise risks, (ii) maintain ongoing service delivery, and (iii) offers opportunities to enhance service delivery in the future.

Governance Arrangements

11 SPC will integrate the SOPAC core work programme as a new division of SPC, to be referred to as the “Applied Geoscience and Technology Division (SOPAC)”. This will ensure the preservation of the identity of the SOPAC work programme that has built up an excellent reputation over nearly 40 years amongst both members and donor partners. The division will commence operations on 1st January 2011.

12 SPC acknowledges that the broad mandate of the Canberra Agreement (Article 4 Powers and Functions) enables this transfer and integration to take effect, whilst SOPAC Council acknowledges that it has the responsibility and power under the SOPAC Agreement (Article 6 Governing Council) to enable this transfer and integration to take effect.

13 SOPAC Council acknowledges that the Core Business of SPC as described in the SPC Corporate Plan 2007-2012 is identical with that of SOPAC namely: capacity building, capacity supplementation and regional coordination. Furthermore, SPC acknowledges that the long term sustainable financing exercise currently underway will require “applied geoscience including nonliving resources assessment, water and sanitation, and disaster risk reduction” to be incorporated henceforth into SPC’s core functions, alongside other core SPC programmes such as agriculture, health, fisheries, forestry etc.

14 SPC will establish a Heads of Applied Geoscience and Technology Meeting to provide guidance, advice and direct oversight on the new division’s work programme and budget through an annual (initially) regional meeting. This meeting will be convened at senior technical officials level of the SOPAC focal point departments / ministries, and from time to time at ministerial level as is SPC current practice. All members of SPC can participate at this meeting however non-SOPAC members of SPC may need to finance their own participation. The first meeting will be no later than the end of the third quarter 2011.

15 The Heads of Applied Geoscience and Technology Meeting will be responsible to SPC Conference for:

- The monitoring and evaluation of the implementation of the division's Strategic Plan.
- The consideration of and approval of the annual work plan and budget of the division.
- Making recommendations to SPC Conference, and CRGA in the years that Conference does not meet.
- Carrying out any other functions directed from the SPC Conference or CRGA.

16 At its first meeting, Members will adopt Rules of Procedure, bearing in mind those of the SOPAC Council (including its Technical Advisory Group: TAG), and those for other divisional meetings of SPC. The meeting will be bilingual. In the absence of an offer by a Member country to host, the first meeting will be hosted by SPC in Fiji.

17 SPC Members will identify national technical focal points by 1st January 2011, to act as points of contact responsible for the work of the division incountry. In doing so SPC Members will be mindful of their current SOPAC national representative (if applicable).

Director

18 SPC acknowledges that the new division will be headed by a Director recruited by the Director General of SPC. The first recruitment anticipated end 2010 early first quarter 2011 will be done in full consultation with the SOPAC Council, or a subcommittee designated by it, and thereafter the normal SPC recruitment processes will apply which requires involvement of the Members in the selection process leading to the appointment of executive officers. The recruitment process will commence immediately following the signing of this LOA.

19 SOPAC Council, in recalling the decision at its last meeting (paras 400 and 401 of the 38th Annual Session Summary Record) in regard to the Director position, agrees to suspend the advertisement and recruitment of a new Director. Further, SOPAC Council agrees that the term of the current Interim Director may be extended from 1st February 2011 to facilitate and ensure a seamless transition and integration until the Director of the new Applied Geoscience and Technology Division of SPC is in post.

Location of the Division and Host Country Arrangements

20 The location of the division will be the current campus of the SOPAC Secretariat, including Technical Workshop, in the Fiji Government compound on Mead Road, Suva. Relocation will only be effective if the Pacific Village is constructed in Suva.

21 SOPAC, SPC and the Fiji Government will enter into a lease transfer agreement at the time of signing of this LOA, inclusive of right of access and continued occupancy of any Fiji Government offices.

22 SOPAC agrees to transfer the ownership of all the buildings comprising the Secretariat premises to SPC upon signing of this LOA.

Membership Arrangements

23 SOPAC and SPC acknowledge their current membership.

- All 17 full members of SOPAC are full members of SPC: Australia, Cook Islands, Federated States of Micronesia, Fiji Islands, Guam, Kiribati, Marshall Islands, Nauru, New Zealand, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.
- The 4 associate members of SOPAC are full members of SPC; American Samoa, French Polynesia, New Caledonia and Tokelau.
- Additional full members of SPC include: Commonwealth of Northern Marianas, France, Pitcairn, United States of America, and Wallis and Futuna,

24 Upon signing of this LOA:

- SOPAC full members will continue to pay their agreed assessed SOPAC membership contributions. These contributions will be paid to SPC and will be directly credited to the budget of the new division of SPC. These countries will continue to enjoy the full services of the new Applied Geoscience and Technology Division as they did as full members of SOPAC.
- SOPAC associate members will continue to pay voluntary contributions. These contributions will be paid to SPC and will be directly credited to the budget of the new Applied Geoscience and Technology Division of SPC. Associate members will continue to derive benefits from the work programme of the new division on a “fee for service” basis similar to that arrangement existing within SOPAC.
- SPC members who are not members of SOPAC will be able to derive benefits from the work programme of the new division on a “full fee for service” basis.

25 Within the period 2011-2015 SPC will carry out a review of membership contribution arrangements with a view to rationalising the membership contributions and access to services, whilst ensuring no diminution of services or cost-benefits to existing SOPAC members.

Strategic Plan 2011-2015, Annual Work Plan and Budget

26 SOPAC and SPC agree that a Strategic Plan 2011- 2015 for the new division will be in place by 1 January 2011.

27 The new draft 5-year Strategic Plan is being prepared based upon a review of the SOPAC Strategic Plan 2005-2009. SPC is involved in the development process of this new plan. Following consideration and adoption of the plan by the SOPAC Council at its October 2010 Meeting it will be tabled at the October 2010 SPC CRGA meeting for endorsement. This strategic plan once adopted by SOPAC Council and endorsed by CRGA will become the Strategic Plan 2011-2015 for the new Applied Geoscience and Technology Division.

28 The Annual Work Plan and Budget will be linked to the Strategic Plan to ensure and demonstrate that ongoing service delivery (comprising activities and outputs) is contributing to the outcomes and key result areas of the Strategic Plan.

29 In addition to the ongoing reporting requirements practiced by SPC, in order to ensure ongoing independent monitoring and evaluation, SPC will maintain the current annual work plan Programme Monitoring and Evaluation Group (PMEG) process used by SOPAC, as well as undertake a mid-term review of the Strategic Plan in time for consideration at the Heads of Applied Geoscience and Technology Meeting in late 2013.

Materials and Intellectual Property

30 Under this LOA SOPAC will hand over to SPC all materials (hard copy and soft copy) pertaining to the core work programme activities comprising mainly data, dedicated library, including archive materials, and administrative reports.

31 SPC, upon receiving the data, library and administrative reports, acknowledges that these comprise intellectual property in so far as the island members are concerned, and for which members may wish to exercise confidentiality. Accordingly, and in-keeping with current SPC practice, SPC will seek approvals from members before releasing data and any other forms of information to third parties where relevant.

Corporate Services and Systems Integration

32 SPC will provide full corporate support services to its new Applied Geoscience and Technology Division, and in order to do so efficiently will maintain a functional corporate unit at the SOPAC Mead Road campus and will include provision of all corporate support currently included by the SOPAC Corporate Services. In the first instance this is likely to include all of the current SOPAC staff in corporate services with any changes being implemented as contracts finish and subject to an ongoing review of the skills mix required for effective delivery of services, and taking into account the Staffing Considerations in paragraphs 35-40 below.

33 SPC and SOPAC are currently (April –October 2011) working on establishing fully operational and parallel systems by the end of 2010, including the establishment of a high-speed direct communications link between the Mead Road and Nabua campuses. Following this, in early 2011, it is anticipated the SOPAC systems will be progressively closed down. Work currently underway will include the preparation of the 2011 Work Plan and Budget. Furthermore, if the new 2011-2015 Strategic Plan is approved at the October 2010 meeting, in November-December it is anticipated the 2011 Work Plan and Budget will be repackaged to mirror the new Strategic Plan to be implemented from 1st January 2011. The SOPAC 2011 budget will also be included in the SPC 2011 budget document – the green book to simplify the eventual implementation of the budget effective 1 January 2011.

34 SPC and SOPAC have secured additional financial resources to commence the essential work aimed at integrating the SOPAC and SPC systems to ensure they are operational by 1 January 2011. The integration process involves synchronisation of the two organisations' financial, administrative, human resources and ICT systems and includes hardware, software and initial costs for development and licenses.

Staffing Considerations¹

35 SOPAC and SPC agree there are 40 internationally recruited staff and 60 locally recruited staff positions likely to be transferred from SOPAC to SPC effective 1st January 2011 (refer to Annex 3 for details). The original of each personal file will be handed over to SPC, together with a new job description prepared as part of the ongoing review of the harmonisation of CROP Staff Remuneration in which both SOPAC and SPC are participating. .

¹ As part of the current review of CROP staff remuneration harmonisation due to take effect from 1 January 2011, the Heads of the CROP organisations involved have already decided that the present distinction between “professional staff” and “support staff” be replaced with “internationally recruited” and “locally recruited” respectively.

36 SOPAC and SPC have together prepared a Transition Manual to describe the similarities and differences between the SOPAC and SPC terms and conditions, noting that overall they are very similar as both organisations participate in the CROP Remuneration Harmonisation exercise. SPC will undertake to run induction courses prior to the actual transfer with at least one follow-up session after the transfer. These induction courses will also cover general SPC operational and regulatory arrangements.

37 Taking into consideration paragraphs 38 and 39 which follow, the SOPAC staff members have agreed to sign SPC contracts (either for internationally recruited staff or locally recruited staff as appropriate). In doing so each staff member agrees to relinquish their SOPAC contract on the full understanding that the SPC contract will have the same end of contract date as their current SOPAC contract, and that accrued leave up to 25 days may be carried forward into SPC. All staff who have 31 Dec 2010 as an end of contract date will be renewed subject to the continued importance of the position and availability of funding.

38 SOPAC, SPC and the SOPAC staff members acknowledge that the terms and conditions in the contract (excluding tax for Fiji nationals, which is dealt with in paragraph 39) have been discussed and considered in full and all have agreed that the contract is sufficiently similar so as to not leave the staff member disadvantaged in any way. SPC undertakes to ensure that there is no monetary disadvantage to the staff member and will make provision for a clause, or clauses, in the contract to accommodate necessary provisions.

39 SOPAC, SPC and the SOPAC staff members who are Fiji nationals acknowledge that the provisions of the Fiji Tax Laws apply, but there are real differences between the two organisations. The SOPAC staff pay tax, whereas the SPC staff currently enjoy tax adjusted salaries. SOPAC, SPC and the SOPAC staff members acknowledge that in the near future SPC will most likely be required by the relevant Fiji authorities to adjust its conditions to become identical with those at SOPAC. The SOPAC staff will have to consider this matter and agree to sign an SPC contract but (i) with a variation which acknowledges that they will continue to pay tax until the end of the current contract; and (ii) with an understanding that any future contract will be subject to the SPC provisions applying at the time.

40 The SOPAC staff members acknowledge that at the end of their contracts, the normal CROP procedure will take place. This procedure includes a review of the job and possible revision of the job description, followed by advertising as necessary. Recruitment will be on full SPC terms and conditions. A future offer of employment for any staff member will be dependent on availability of funding and on satisfactory performance assessment.

Financial Considerations (Annex 4)

41 The full implementation of this LOA will result in the transfer of all SOPAC's funds to SPC and the closure of all SOPAC accounts (refer template in Annex 4). It will also require transfer of contract liability from SOPAC to SPC for all donor and service provider contracts.

42 Upon signing of this LOA, SPC and SOPAC will engage at CEO level with the principal donors to ensure contract liability is transferred effectively, and donor confidence is secured. Thereby there is no substantive diminution of services for example loss of staff or postponed/cancelled activities.

43 The commencement of operations of the new division from 1 January 2011 is timed to coincide with the end of the financial year of SOPAC and SPC. The date of final closure of all SOPAC accounts will be known once the 2010 audit is complete and a set of unaudited

accounts for the relevant part of 2011 are available. To expedite this SOPAC's current auditors, Ernst & Young will be retained. SOPAC will have to remain "financially operable" until this work is completed.

44 SPC will ensure such funds secured for implementation of the current SOPAC core work programme are kept and managed solely for the work of the Applied Geoscience and Technology Division.

Transfer of Assets

45 A template summarising the assets to be transferred is given in Annex 5. These include all items currently included in the SOPAC Board of Survey. In summary these assets can be described as: computer equipment; vehicles; plant and equipment; furniture and fittings.

Other Agreements and Memoranda of Understanding

46 A number of Agreements and Memoranda of Understanding have been signed by SOPAC with partners some of which relate purely to technical cooperation with no commitment to funding. SOPAC will undertake to inform the partners of this LOA. SPC will seek to continue these partnerships.

Science Technology and Resources Network (STAR)

47 STAR was founded in 1984 as a vehicle to assist the international research community to provide advice to SOPAC. One of the great strengths of STAR is its ability to mobilise excellent science and bring it to bear so as to address the national needs of SOPAC's island Members. The long-established working relationship between SOPAC and the international research community is a vital element in this endeavour, and one that STAR is charged to nurture.

48 SPC acknowledges that STAR is an independent body, and it provides an important scientific and advisory role on a "no fee for service" basis to SOPAC Council. SPC wishes to ensure that this service is maintained and expanded under the new governance arrangement described in this LOA. SPC invites STAR to hold its annual meeting in conjunction with the Applied Geoscience and Technology Division meeting and will work collaboratively with the Chair of STAR on this matter.

49 Both SOPAC and SPC recognise that high priority needs to be given to encouraging STAR to align itself with the new governance arrangement.

Signed.....

Signed.....

**Jimmie Rodgers,
Director General, SPC**

**Russell Howorth,
Director, SOPAC**

Date.....

Date.....

Annex 1 SOPAC Core Work Programme

The 2005-2009 SOPAC Strategic Plan described three technical programmes for delivering the core work programme of SOPAC:

Oceans and Islands Programme – to improve technical knowledge of ocean and islands ecosystems for sustainable management of natural resources.

- Resource use solutions: Develop for island members technical and scientific solutions for the assessment, development and management of natural resources.
- Monitoring physical and chemical change in ecosystems: Assist island members in developing appropriate strategies for the management of island ecosystems based upon information from long term sustained monitoring.
- Natural resources governance: Support island members in meeting their obligations for the effective management of non-living resources, as articulated in relevant international and regional agreements.

Community Lifelines Programme – to improve community access to energy, water and sanitation, and information and communication technologies for sustainable livelihoods.

- Resource assessment, development and management: Strengthen island members in resource assessment, development and management for energy, water and wastewater, and information and communications technology.
- Asset management: Strengthen island members in asset management for energy, water, wastewater, and information and communications technology.
- Governance and advocacy: Support island members to develop, promote and implement appropriate policy, planning and regulatory frameworks and community awareness.

Community Risk Programme – to improve disaster risk management practices to build safer and more resilient communities

- Strengthening resilience to disasters: Strengthen island members disaster management capabilities.
- Mitigating the effects of hazards: Develop island members technical solutions that provide a knowledge base for the mitigation of hazards and reduction of vulnerability.
- Mainstreaming disaster risk management: Assist island members in the process of mainstreaming disaster risk management practices into national development planning.

The Core: Applied Geoscience and Technology Functions of SOPAC

Mapping, including Surveying and Remote Sensing

Mapping activities within the CORE are the keystone to geoscientific evaluation and the foundation to the products developed under the work programme. Both onshore and offshore mapping using optical (e.g., satellite) and acoustic (e.g., multibeam bathymetry) remote sensing technologies are necessary if proper scientific assessments are to be made for energy, water and mineral resources, coastal processes, natural hazards, and marine benthic habitats. Supported by accurate surveying, the ability to map at various scales ranging from small regional scales to large local or site specific scales is critical to addressing the variety of problems defined in the work programme. This capability is unique for the region in that the countries have at their disposal state-of-the-art technology and expertise to evaluate and seek solutions to natural and anthropogenic processes adversely impacting their islands. In addition, the Law of the Sea requires the mapping of maritime boundaries (EEZs) and evaluation of the Extended Continental Shelf (ECS) which are natural

extensions of resource-based mapping activities. The ability to characterize and map marine benthic habitats is evolving within the CORE and has the potential to provide invaluable information in regard to living resources management especially for food security in the context of coastal fisheries. This function is dependent upon the mapping and remote sensing capability within the CORE and requires expertise to interpret satellite, multibeam bathymetry and backscatter, seismic-reflection profile, and side-scan sonar data sets. This expertise, as well as the technology to support the function, exists within the CORE and any fragmentation of this function would destroy the ability to undertake marine benthic habitat characterizations. Fragmentation of these activities will almost certainly disrupt the entire work programme with deterioration of efficiency and deliverability of maps needed for improvement of navigational charts, benthic habitat characterization, minerals and hazards assessment, aquifer delineation, coastal processes evaluation and modeling.

Minerals, and Water Resources

This CORE function includes what CCOP/SOPAC was founded upon and represents the primary needs on which the original member countries sought guidance. Minerals, and water resources, including sand and gravel for aggregate, can only be identified, evaluated and mapped through geoscience methodologies that require geoscience expertise for proper assessment. This capability still exists within the core functions but will need bolstering if increased pressures for deep-sea polymetallic sulfide deposits exploitation increases. Marine and terrestrial resources basically share similar geologic conditions and their reservoirs and storage capacity can only be evaluated through geoscientific methodologies and the understanding of tectonic processes and geologic history. Fragmentation of these core activities will almost certainly destroy the unbiased expert advice and data that the member countries can use to make beneficial decisions on the use of their water, and mineral resources.

Coastal and Ocean Processes

Another major CORE function is the understanding the dynamics of coastal and ocean processes and advising countries on how best to address adverse impacts especially in regards to the impacts of development including pollution in the coastal zone. To understand coastal processes requires the integration of several scientific disciplines including geology, physical oceanography and meteorology. It is critical to understand the supply, transport and deposition of sediment along a coast and to identify both modern and historical events such as littoral drift (currents), storm events, and climate change. Sea level rise is of major concern to atoll and low-lying island countries and coastal processes studies need to continue if rational and constructive advice is to be provided. The best way to study these changes is to collect data (e.g., tides, currents, climate) that can be mapped and modeled for long-range forecasting. Under this core function there exists the capability and expertise to collect and evaluate data that can be used to advise countries of how to deal with various shoreline and nearshore problems. Mapping for baseline and monitoring is critical. Fragmentation of this core function would reduce the efficient synergy that exists between the other core functions, especially between mapping, hazards, water, pollution, and minerals (aggregates) activities.

Natural Hazards and Disaster Risk Management

The natural hazards CORE function basically draws from all of the other core functions and understanding of hazards is dependent upon geologic mapping, tectonic history, and climate variability. Natural hazards are common to the Pacific islands nations occurring on an annual basis and range from earthquakes, volcanic eruptions, and tsunamis to landslides, floods and droughts, to coastal erosion and cyclone/typhoon/hurricane rubble inundation and deposition. The capability and expertise to identify and map natural hazards exist within this core function and should be retained in the CORE because of the continued threat of natural hazards to the populace of the island nations and its dependency on other core functions such as mapping and coastal processes evaluation. To provide improved services, a rapid

response team should be organized within the CORE to be mobilised after a major natural hazard event has occurred and to work with external investigators that often descend upon the scene of a natural disaster. Fragmentation of this function will almost certainly severely reduce hazards assessments in the region and as a consequence have a negative impact on disaster risk management efforts in member countries.

The Disaster Risk Management function concentrates on the development of in-country National Action Policy (NAPs) and planning for disaster risk management (DRM). Although this function is primarily focused on implementation of plans and policies it draws heavily upon hazards analyses, and must be included if comprehensive planning is to be accomplished. This function certainly falls under the SOPAC mandate of capacity building, as much of the work under this function is to train people in emergency management and assist countries in developing NAPs. Fragmentation of this function has the potential of removing the science from the planning and policy components thus preventing realistic emergency management.

Support to the Core

CORE represents the expertise, in house tools, and procedures used to accomplish the work programme. However, a series of support functions and staff are required to assist in underpinning the research and fieldwork needed to efficiently accomplish the tasks at hand. In addition, these support functions provide and maintain access of member countries and other entities to data and reports, expertise, advice and training that significantly benefit the Pacific islands region. Fragmentation of these Support to Core functions of data storage and retrieval, library services, equipment and technical support, resource economic evaluations, GIS, IT, and corporate services would gravely reduce the ability and efficacy of accomplishing the work programme.

Data Storage and Retrieval

SOPAC maintains a large digital and analogue storage facility that is unique to the region and is consistently used by the Secretariat researchers and international scientists. In addition to storing terabits of digital optical and acoustical data, the facility maintains hard copies of bathymetric smooth sheets, topographic images, and photographs, all useful in historical research analyses and desktop studies. Establishment of the GeoNetwork web-based data archiving system is starting to provide a more efficient way to scan and obtain data that SOPAC scientists have collected over more than three decades. Although, this system needs considerable attention, it is nevertheless a major element needed to provide significant data sets to the region. Fragmentation of the data storage and retrieval function would cripple the ability of staff in the CORE to efficiently carry out their work.

Library Services

Like all scientific or professional research organization, the library and its services are critical. SOPAC has through the years built a substantial scientific library and provides excellent services through its librarian. This library contains peer-reviewed scientific journals, books, reports, maps including all of the publications by SOPAC, that provide an invaluable resource to its island members. It is a diverse library with publications that cover many different fields of sciences and is one of the most complete earth sciences libraries in the region with collections of publications and gray literature that is not readily available elsewhere. Fragmentation of this service would not only adversely impact the ability of the core functions to operate normally but would eliminate an international reference providing resource.

Equipment and Technical Support

SOPAC has accrued through the years sophisticated and complex scientific instruments and equipment its uses to image, penetrate, and sample the seafloor, to survey/navigate on land

and sea, to determine precise positions of instruments and geographic features, and to measure, monitor and track various marine and coastal dynamic processes. In addition, SOPAC has amassed a respectable amount of software needed to process and interpret the large variety of data sets it collects and to construct the various maps that it produces. However, without the expertise to maintain, repair, update and operate the equipment and without the scientists and technicians to process and interpret the data nothing would be accomplished. Therefore, the support technicians are critical to the collection of the data and to assuring that the data is of high quality. Fragmentation of this equipment and technical support function would cripple the ability of many of the CORE functions and bring to a halt the mapping ability of the organization. It is paramount that all aspects of this function are maintained to assure continued high quality deliverables to island countries.

Resource Economics

This support function adds another dimension to resource and environment assessment. In order to move from a work programme output to a country outcome it has become apparent that an economic assessment of, for example, a resource exploitation in light of environmental impacts, needs to be made so that countries can weigh the benefits and pitfalls of a resource venture. Economics is the tool that can be used to show the long-term advantages of exploiting a resource in an environmentally sensitive fashion. The synergy between the core function of assessing energy, water and mineral resources and economics is necessary for any developing resource sector. Fragmentation of resource economics from the core functions would impact the ability of the organization to fully advise a country about the benefits and impacts of resource use within the context of sustainable development.

GIS

GIS is an IT-based tool used to support mapping and all other functions within the CORE. It cannot stand-alone and is used to facilitate the interpretation and the presentation of the work programme products. CORE outputs are now increasingly dependent upon GIS tools, and to maintain the software and hardware necessary to the application of these tools a small group of technical experts have been assembled by SOPAC. This group also supports countries in their development of the tools in country and often advice is sought to assist in improving country access to data within the Secretariat. The loss of this support function would be detrimental to the efficient and timely production of outputs and would sever the link to countries dependent upon this support.

IT Services

In this digital world and electronically shared information all research organizations are dependent upon an IT group to support their internal networks and external access to the web and various other servers. The core functions of SOPAC are no exception and in order to maintain and improve upon network sharing of data an IT team needs to be readily available for trouble-shooting and updating of digital systems. Transmittal of electronic data to countries, downloading of data from other servers and e-mail receipt and delivery are just a few functions that need to be supported by an IT group. The loss of this support would cripple the ability of the CORE to deliver on the SOPAC work programme.

Corporate Services

Administration and financial support is a necessary component of any organisation with a substantial staff. It is very inefficient to expect staff in organisations as large and as mobile as SOPAC to keep daily track of the budget and expenditures, arrange travel, and assure that payrolls are met. Access to this support needs to be at the Secretariat where the problems occur and not at some distant location.

Annex 2: Outline of Draft Strategic Plan 2011-2015

GOAL

Apply geoscience and technology to realise new opportunities for improving the livelihoods of Pacific communities.

PURPOSE

The purpose of the new Division of SPC is to ensure that:

- PICTS have greater capacity to monitor and assess natural resources, systems and processes.
- PICTS are better able to develop, manage and govern their natural resources.
- PICTS are better able to manage vulnerability and risks in their countries.

Therefore at the strategic level, the new division will engage with PICTs under three key result areas that are primarily based on these purposes.

KEY RESULT AREAS AND OUTCOMES

The four KRAs which the work of the SOPAC Division will address are the:

- KRA 1: Monitoring and Assessment of Natural Resources, Systems and Processes;
- KRA 2: Development, Management and Governance of Natural Resources; and
- KRA 3: Management of Vulnerability and Risks.
- KRA 4: Efficiency and Effectiveness of Service Delivery into Member Countries and the Division

KRAs 1 – 3 represent the focus on strengthening external service delivery or on providing scientific and technical advice and support to our member countries and territories.

KRA 4 represents the focus on improving internal corporate management mechanisms to ensure optimal delivery of services under KRAs 1-3; and that best corporate practices are observed and utilised in delivery of the services.

The work of the SOPAC Division Strategic Plan will be delivered through:

- three technical work programmes: Ocean and Islands Programme; Water and Sanitation Programme and Disaster Reduction Programme; and
- five technical support service areas; Natural Resource Economics, GIS and Remote Sensing, Technical Equipment and Services, Data Management, Publications and Library.

Specific activities and outputs for the technical work Programmes will be described in an annual work plan and budget for each Programme which, together with the technical support services, will operate synergistically to deliver optimal integrated scientific and technical solutions.

Annex 3: Current SOPAC Core Work Programme Staff

**This Annex is confidential and for internal use only.
It contains staff names, against positions and salary grades**

**ANNEX 4: PROPOSED FINANCIAL REPORTING
FOR THE TRANSFER OF ALL SOPAC FUNDS TO SPC BETWEEN 1st JANUARY 2011 TO 30th JUNE 2011**

	OPENING BALANCE AS AT 01 JANUARY 2011 *(AS PER 2010 AUDIT)	FUNDS TRANSFERRED ON 01 APRIL 2011	BALANCE OF FUNDS AS AT 30 JUNE 2011 **(UNAUDITED - 30 JUNE 2011)
REGULAR BUDGET			
(Maybe itemised as per budget)			
REGULAR EXTRA BUDGET			
(Maybe itemised by activity & projects)			
EXTRA BUDGET			
(Maybe itemised by activity & projects)			
TOTAL FUNDS TO TRANSFER			

NOTES

* Figures will be finalised as per 2010 Audit, which would likely be done by 31st March 2011.

** Likely date of closure for SOPAC Accounts, 30th June 2011. In order to achieve this, SOPAC will have to cease trading by end of April 2011.

It is anticipated that all donor funds and membership contributions received after 1st January 2011 will go directly to SPC.

Annex 5 List of Assets

SOPAC FIXED ASSET REGISTER FOR THE YEAR ENDED 31/12/2010		
No. of Assets	Asset Type	W.D.V 31/12/2010
	Computer Equipment	
	Sub-total	
	Motor vehicle	
	Sub-total	
	Plant & Equipment	
	Sub-total	
	Furniture & Fittings	
	Sub-total	
	Grand Total	\$ -