

**REPORT OF THE STANDING COMMITTEE  
ON ADMINISTRATION AND FINANCE (SCAF)**

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The Agenda as included as Appendix A to the Commission's Provisional Agenda (CCAMLR-XVI/1) was tabled. The Chairman, Mr I. Nomura (Japan), proposed the addition of an item 'Election of Chairman and Vice-Chairman of the Standing Committee on Administration and Finance'. With this addition, the agenda was adopted (Appendix I).

### REPORT OF MANAGEMENT REVIEW OF THE SECRETARIAT

2. The Committee reviewed the findings of the Group of Experts which had been asked by the Commission to perform a management review of the Secretariat. These findings were set out in a report which had been circulated to Members earlier in the year. The Committee appreciated the work done by the Group.

3. The Committee noted that a number of the recommendations of the Group of Experts related to aspects of the Secretariat's work which fall within the scope of authority of the Executive Secretary. In this respect, it **recommended that the Commission endorse the following for implementation by the Executive Secretary, the precise manner and detail of implementation being the responsibility of the Executive Secretary:**

- (i) the responsibility for the Scientific/Observer Data Analyst should be transferred to the Data Manager (recommendation i);
- (ii) there be the institution by the Secretariat of more formal and systematic corporate planning consisting at the strategic/managerial level of a set of objectives (developed annually) for the organisation as a whole and at a lower level of a series of individual work plans incorporating personal or unit objectives (recommendation iv);
- (iii) there be an increase in the use of e-mail (recommendation vii);
- (iv) the Secretariat explore areas where the designation of technical coordinators in Member countries could improve efficiency in communication with the Secretariat (recommendation viii);
- (v) the measures suggested by the Data Manager to keep the integrity of the database be endorsed (recommendation xiv as agreed by the Scientific Committee);
- (vi) the Secretariat report to the Scientific Committee and the Commission at the 1997 Annual Meeting on the extent to which deficiencies in the database have been resolved already in the course of the year (recommendation xv);
- (vii) the Data Manager's suggestions for reducing the workload associated with data entry and validation (as set out in Annex E of the Report of Expert's Group) be

endorsed (recommendation xvi as agreed by the Scientific Committee);

- (viii) the Secretariat explore the problem of the data workload further, such as by estimating costs for data entry per boat per type of fishery under different conditions in order to be able to better specify the funds needed for data entry and validation in forthcoming years (recommendation xvii);
- (ix) activities underway by the Secretariat to develop standard software for data entry and validation on board fishing vessels and/or in Member countries be endorsed (recommendation xviii as agreed by the Scientific Committee);
- (x) attempts underway by the Secretariat to set up a web site which have been detailed in two working papers submitted to CCAMLR-XIV (1995) and CCAMLR-XV (1996) be given priority (recommendation xx);
- (xi) responsibilities for the Network Administrator which are currently with the Administration/Finance Officer be moved to the Data Manager (recommendation xxi);
- (xii) initiatives by the Secretariat to automate the process of publication distribution to the largest extent possible, for example by putting price lists, order forms etc on the WWW, be given priority (recommendation xxii);
- (xiii) the Secretariat realign the financial and administrative staff, consolidating tasks into a small team of no more than four individuals, including the Administration/Finance Officer (recommendation xxv);
- (xiv) the Secretariat develop a comprehensive list of required operating procedures and a schedule which would result in their preparation by the end of the year (recommendation xxvi);
- (xv) the Executive Secretary and other Secretariat managers convene meetings, both at organisational and at team level, on a more regular basis to build shared purpose and facilitate communication (recommendation xxxi);
- (xvi) job design should flow from objectives set through organisational planning. Managers and staff should be consulted on the development of the objectives for which they will be accountable (recommendation xxxii);
- (xvii) the Secretariat management should adopt a management approach which devolves more responsibility (recommendation xxxiii);
- (xviii) an annual assessment of performance should be instituted urgently with a view to improving the level and formality of feedback to staff. Assessment should be on the basis of performance agreements (recommendation xxxiv);
- (xix) personal development plans should be written in conjunction with the personnel assessment cycle (recommendation xxxvi); and

- (xx) in-house training be developed where possible, particularly in the translation area so that staff can benefit from available scientific and technical expertise (recommendation xxxvii).

4. The Committee further **recommended that the Commission endorse the following recommendations, which include modifications by SCAF, for implementation by the Executive Secretary, the precise manner and detail of implementation being the responsibility of the Executive Secretary:**

- (i) technical aspects of the Science Officer's current workload such as those involved in the editorial work of CCAMLR publications and documentation should be removed from his duties to provide him with more time for strategic planning of scientific work and more opportunities for scientific analysis to support the work of the Scientific Committee (recommendation ii as modified by SCAF);
- (ii) the function of coordination of translation and publication should be enhanced and incorporated into the current establishment of the Secretariat (recommendation iii as modified by SCAF);
- (iii) subject to the availability of funds, and without prejudice to timing, a computerised PC-based fax system be acquired by the Secretariat (recommendation vi as modified by SCAF);
- (iv) subject to the availability of funds, and without prejudice to timing, the IPMS be transferred to a uniform computer environment consisting of a single PC platform augmented, if necessary, by a few PCs of a second platform in order to meet specific needs, such as in the area of desktop publishing (recommendation xi as modified by SCAF);
- (v) subject to the availability of funds, and without prejudice to timing, all PCs be upgraded to a basic standard both in terms of hardware and software (recommendation xii as modified by SCAF);
- (vi) subject to the availability of funds, and without prejudice to timing, the Secretariat explore whether purchase or hire of PCs is more cost effective under these circumstances (recommendation xiii as modified by SCAF);
- (vii) fishing countries, through their technical coordinators, inform the Secretariat at the beginning of a fishing season on the estimated timing of data submission and the amount of data likely to be submitted in order to facilitate strategic planning of the Secretariat in this respect (recommendation xix as modified by SCAF);
- (viii) the Secretariat present the Fiscal Year 1998 budget request using both the previous and the proposed budget structures, that the Commission adopt the proposed functional budget structure at the Sixteenth Annual Meeting, and that presentations of the draft budget by the Secretariat in future should have appended to it the budget in the form currently presented (recommendation xxiii as modified by SCAF);

- (ix) subject to the approval of the budget structure referred to in recommendation xxiii, the Commission approve a new financial schedule which allows the Executive Secretary to transfer up to 10 per cent of funds among the three proposed budget categories (recommendation xxiv as modified by SCAF);
- (x) the Secretariat prepare a medium/long-term (e.g. Five-Year) Acquisition Plan, to include a full computer upgrade package, for consideration by the Commission at its 1997 Annual Meeting (recommendation xxvii as modified by SCAF);
- (xi) the Secretariat should include anticipated expenditure devoted to training in the presentation of each annual budget. The Administration/Finance Officer should have responsibility for training coordination, but training proposals should be at the initiative of individuals and teams concerned (recommendation xxxv as modified by SCAF); and
- (xii) the principles of merit, transparency and fairness continue to be applied consistently in the areas of designation of responsibilities and staff appointments, access to resources (where budgetary constraints allow), and workplace interaction (recommendation xxxviii as modified by SCAF).

5. The Committee **commends to the Commission the following recommendation which is outside the authority of the Executive Secretary to implement, the wording of which has been modified by the Committee:**

- (i) Members provide information on matters of relevance to the Secretariat, for example, current usage of technical terms, in order to maintain the high level of professional skill in the Secretariat (recommendation x).

6. The Committee discussed extensively recommendation (v) relating to performance criteria for the Executive Secretary. Further consultations will take place among Members to determine whether a specific proposal can be agreed upon within SCAF and forwarded to the Commission.

7. The Committee considered the recommendations of the Group of Experts relating to the salaries and benefits paid to Professional Staff (recommendations xxviii, xxix and xxx). While it recognised the concerns of the Group, particularly with respect to the significant proportion of the Commission's budget that is applied to these costs, the Committee was unable to agree that it is necessarily appropriate to consider moving from a pay system based on the system adopted by the United Nations.

8. The Committee noted that the situations in CCAMLR and other international organisations have changed since the pay system was introduced and Professional Staff levels determined. It would therefore be appropriate to review the levels and benefits for these staff positions. In this regard, the Committee asked the Executive Secretary to prepare a paper for the 1998 Commission meeting comparing the existing CCAMLR pay scheme with the current system employed by the United Nations. The Committee also accepted the offer of the US to coordinate with the United Nations for a new evaluation of the position descriptions and salary levels of the Professional Staff. The Executive Secretary will provide the current position descriptions to the US who will present the

United Nations' finding at the next Commission Meeting.

9. With regard to the recommended reallocation of the tasks of the Science Officer, it is the understanding of the Committee that the Executive Secretary should ensure that the Science Officer continue to have direct link in performing his duty to both Translation/Publication Coordinator and Data Manager and continue to receive sufficient staff support.

10. The Committee **recommended that the Commission request the Executive Secretary to report to the 1998 meeting on the progress made in the implementation of relevant recommendations.**

#### AUDITED FINANCIAL STATEMENTS

11. The Committee **recommended that the Commission accept the financial statements as presented in CCAMLR-XVII3.** The Committee noted that the audit report to the 1996 Financial Statements based on a full audit advised no qualifications in respect of compliance with Financial Regulations or International Accounting Standards.

12. The Committee **recommended that the Commission require that only a review audit be performed on the 1997 Financial Statements.**

#### REVIEW OF BUDGET FOR 1997

13. The Committee received the advice of the Chairman of the Scientific Committee that the increase in size of the report of the Working Group on Fish Stock Assessment (WG-FSA) would result in a budget overrun of A\$6 900 in the Scientific Committee budget and A\$4 200 in the Commission's budget Publication item. The Committee **recommended that the Commission approve the use of A\$11 100 from the Ukrainian Contribution Special Fund to cover this overrun.**

14. The Delegation of New Zealand advised the Committee that the amount drawn from the Ukrainian Special Fund for contribution to the preparation of a Seabird Identification Guide was now estimated to be no more than A\$24 760. The Administration/Finance Officer confirmed that on the basis of this figure, there would be a sufficient balance in the Ukrainian Contribution Special Fund to cover the A\$11 100 allocation referred to above.

15. The Committee received advice from the Delegation of Brazil that Brazil's contributions for 1996 and 1997 would be paid within a few days and noted that there would then be a contribution from only one Member outstanding for 1997.

#### 1998 BUDGET

16. The Delegation of Uruguay advised the Committee that the New Member's contribution was currently being processed but was unable to specify when it could pay the 1997 Contribution. The

Committee noted that payment of the New Member's Contribution could reasonably be expected in 1997 and consequently treatment of this as an income item in the 1998 budget was appropriate.

#### PUBLICATIONS

17. The Committee supported the establishment of a CCAMLR site on the World Wide Web and endorsed the inclusion in the 1998 budget of the first half (A\$9 500) of the cost of its establishment.

18. The Committee requested that the Secretariat report to the Commission in 1998 on its progress towards achieving cost savings through use of electronic forms of data entry.

19. The Committee supported the continuing preparation of the book *Understanding CCAMLR's Approach to Management* and endorsed the amount of A\$39 700 allocated in the 1998 budget for this. The Committee noted that printing and distribution of the book in four languages was scheduled for 1999 and **recommended that the Commission direct the Secretariat to liaise with the preparers of the book, possible publishers and other relevant persons with the aim of presenting to the Commission in 1998 a paper setting out options for minimising printing and distribution costs, including sales prospects.**

20. The Chairman of the Scientific Committee advised the Committee that the report of the 1998 meeting of WG-FSA would be likely to be as long as that of 1997. The increased cost requirements for the publication of the Scientific Committee report and for the Scientific Committee budget have been amended accordingly.

21. The Committee **recommended that the policy for charging for most CCAMLR publications, in excess of a designated number of copies per Member, be retained for 1998 but that the price structure be simplified by standardising prices, including postage, for all copies of each publication other than those provided free.**

#### SCIENTIFIC COMMITTEE BUDGET

22. In receiving the Scientific Committee's budget to SCAF, the Committee noted that a saving of A\$4 400 would be possible in respect of the Area 48 Workshop.

23. The Delegation of the UK informed the Committee that the offer to provide such funding was conditional on internal funding being obtained and that this could not be guaranteed. Following discussions with the Secretariat, agreement was reached that any shortfall from the UK's funding would be met from the Secretariat budget under the newly agreed flexibility arrangements.

#### COMPUTER EQUIPMENT

24. The Committee reviewed the Secretariat's plans for possible computer upgrades and agreed that it was appropriate for the Secretariat to proceed with fully upgrading its equipment using leasing arrangements. The Committee noted that this would have no effect on the 1998 budget.

#### OVERALL BUDGET

25. The Committee **recommended that the Commission adopt the budget for 1998 as presented in the table appended to this report** (Appendix II).

#### 1999 FORECAST

26. The Committee noted the forecast budget for 1999.

27. In recalling its recommendation to the Commission concerning the form of budget presentation to be used in future (paragraph 4), the Committee requested that in presenting the draft budget for 1999 to the Commission in 1998, the Secretariat incorporate appropriate information to assist in the understanding of the relationship between the figures in the old and new budget formats.

#### CHAIRMAN AND VICE-CHAIRMAN

28. The Committee elected Spain as Chairman of the Committee for 1998 and 1999. Germany was elected as Vice-Chairman for the same period.

29. The Committee expressed its gratitude to Mr Nomura for the efficient and effective way he has chaired SCAF during the past two years.

#### ADOPTION OF THE REPORT

30. The report of the meeting was adopted.

**AGENDA FOR THE 1997 MEETING OF THE  
STANDING COMMITTEE ON ADMINISTRATION AND FINANCE**

1. Management Review of the Secretariat
2. Examination of Audited Financial Statements for 1996
3. Audit Requirement for 1997 financial Statements
4. Review of Budget for 1997
5. Budget for 1998 and forecast Budget for 1999
  - (i) Publications
  - (ii) Scientific Committee Budget
6. Any Other Business Referred by the Commission
7. Election of Chairman and Vice-Chairman of SCAF
8. Adoption of the Report.

## BUDGET FOR 1998 AND FORECAST FOR 1999

1997 BUDGET	1998 BUDGET					1999 FORECAST		
	TOTAL	SCIENTIFIC COMMITTEE			Commission & Meetings	Adminis- tration		
		Own budget	Other	Total				
<b>INCOME</b>								
1 593 200	Members' Contributions	1 673 200					1 723 500	
	Items from previous year:							
41 000	Interest	35 300					39 300	
0	New Members' Contributions	33 300					0	
232 500	Staff Assessment Levy	228 500					232 200	
0	Surplus	0					0	
<u>1 866 700</u>		<u>1 970 300</u>					<u>1 995 000</u>	
<b>EXPENDITURE</b>								
<b>Salaries and Allowances</b>								
649 400	Professional Staff	649 700	0	297 500	297 500	227 900	124 300	663 300
418 600	Support Staff	495 600	23 300	231 900	255 200	122 300	118 100	497 200
264 900	Translation	282 000	49 700	37 800	87 500	176 400	18 100	286 100
<u>1 332 900</u>	<b>Total</b>	<u>1 427 300</u>	<u>73 000</u>	<u>567 200</u>	<u>640 200</u>	<u>526 600</u>	<u>260 500</u>	<u>1 446 600</u>
<b>Capital Expenditure</b>								
45 400	Computers	0	0	0	0	0	0	0
2 000	Furniture	2 000	0	0	0	0	2 000	2 000
2 500	Office Equipment	4 000	0	0	0	0	4 000	2 500
<u>49 900</u>	<b>Total</b>	<u>6 000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6 000</u>	<u>4 500</u>
<b>Communication</b>								
11 400	Fax	11 600	0	1 200	1 200	9 300	1 100	12 300
11 900	Internet	16 200	0	11 300	11 300	1 600	3 300	23 100
27 500	Postage & Freight	27 900	3 500	1 400	4 900	8 400	14 600	25 400
	Telex	0	0	0	0	0	0	0
10 100	Telephone	10 300	0	0	0	2 100	8 200	9 800
<u>60 900</u>	<b>Total</b>	<u>66 000</u>	<u>3 500</u>	<u>13 900</u>	<u>17 400</u>	<u>21 400</u>	<u>27 200</u>	<u>70 600</u>
<b>Hire &amp; Rental</b>								
0	Computers	35 700	8 000	5 600	13 600	13 000	9 100	40 300
9 500	Copy Equipment	9 700	0	0	0	7 800	1 900	9 500
15 600	Maintenance & Training	29 800	0	12 500	12 500	4 000	13 300	15 600
42 300	Meetings Venue	43 000	0	0	0	43 000	0	42 300
33 200	Multilingual Equipment	33 700	0	0	0	33 700	0	33 200
120 400	Translation/Interpretation	117 700	5 600	6 000	11 600	106 100	0	120 400
15 200	Translation Facilities	15 400	0	0	0	15 400	0	15 200
<u>236 200</u>	<b>Total</b>	<u>285 000</u>	<u>13 600</u>	<u>24 100</u>	<u>37 700</u>	<u>223 000</u>	<u>24 300</u>	<u>276 500</u>
<u>78 600</u>	<b>Travel</b>	<u>74 400</u>	<u>43 600</u>	<u>0</u>	<u>43 600</u>	<u>30 800</u>	<u>0</u>	<u>83 200</u>
<b>Support Costs</b>								
8 000	Auditor	4 600	0	0	0	0	4 600	8 500
10 300	Insurance	10 800	0	0	0	0	10 800	11 100
15 200	Light & Power	15 400	0	0	0	0	15 400	15 600
23 300	Miscellaneous	26 900	9 000	5 700	14 700	700	11 500	25 200
27 600	Photocopying	27 900	1 000	10 100	11 100	15 600	1 200	28 300
23 800	Stationery	26 000	0	7 700	7 700	10 800	7 500	24 900
<u>108 200</u>	<b>Total</b>	<u>111 600</u>	<u>10 000</u>	<u>23 500</u>	<u>33 500</u>	<u>27 100</u>	<u>51 000</u>	<u>113 600</u>
<u>1 866 700</u>		<u>1 970 300</u>	<u>143 700</u>	<u>628 700</u>	<u>772 400</u>	<u>828 900</u>	<u>369 000</u>	<u>1 995 000</u>