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## STAFF ESTABLISHMENT

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WCPFC2-2005/19  
15<sup>th</sup> November 2005

### Paper prepared by the Secretariat

1. The present paper reviews the proposed staff establishment of the Commission's Secretariat, a schedule for recruitment to professional posts, support staff, duty statements and advisory services. The paper draws on the considerations of WG. I, as elaborated in WCPFC/PrepCon/37 (Annexes I and II), the Final Report of WG. I (WCPFC/PrepCon/44) and the Final Report of the Preparatory Conference (WCPFC/PrepCon/48).
2. Members are invited to review the proposed schedule for establishing Secretariat services as envisaged by WG. I, and provide guidance for the way forward.

### **Progress during 2005**

1. The Executive Director took up his post in mid-September.
2. Duty statements for the positions of Compliance Manager, Science Manager, Data Manager, Finance and Administration Officer and Secretary to the Executive Director were prepared in consultation with the Chairman. The duty statements are annexed at **Attachment A**.
3. Following consideration of the available budget three posts were advertised in September: the Science Manager, the Compliance Manager and the Finance and Administration Officer. Applications are currently being appraised with a view to the appointed staff being resident in Pohnpei by April 2006.
4. A short-term contract for administrative and logistical services was awarded to a local citizen in early September. It will expire on 31 December 2005.

### **Review of Organisation Structure and Functions**

5. There are two proposed minor changes to the organisational structure presentation that was appended to WCPFC/PrepCon/WP.37.
6. The first change is to clearly represent the fact that the Observer Programme Coordinator will have a service role to both the Science Manager and the Compliance

Manager. The need for this was recognised in WCPFC/PrepCon/WP.20 at paragraph 7.

7. The second proposed change relates to the post of ICT Manager. The structure presented in WCPFC/PrepCon/WP.37 depicted that a post of Data [ICT] Manager would report to the Science Manager. There is no doubt that the Science Manager will require support for data and information management. However, a similar function will be required to support the Compliance Manager (in relation to monitoring, control and surveillance functions) and the Finance and Administration Officer (in relation to corporate data and information infrastructure management).

8. There is an immediate need for a position to manage the development and implementation of the Commission's information and communication systems – the infrastructure, systems and processes that will support the Secretariat's internal and external information relationships in the medium to long term. This is not a database management function – rather it is a strategic function that will take responsibility for the design and implementation of systems and processes necessary to support an efficient Secretariat based in Pohnpei. An ICT Manager with experience in strategic systems design and implementation of information and communications systems, is proposed for this Secretariat-wide function. With the endorsement of the Commission, it is proposed to recruit to this post, at CROP Grade K, as a priority in early 2006.

9. The revised Organisational Structure for the Commission is presented at **Attachment B**. An establishment schedule for recruiting staff to the Secretariat through until January 2007 and a Staff Establishment Budget for 2006 and 2007 are appended at **Attachment C and D** respectively.

## **Services**

10. WCPFC/PrepCon/WP.7 presented a discussion of the way in which the Commission may source services relating to science and research, data management, administration of the vessel register and the provision of a Vessel Monitoring System (VMS).<sup>1</sup> Although subject to further refinement, including possible provision for the regional observer programme and the Commission VMS, an indicative budget US\$1.2 million was proposed for the provision of such external services.

### ***Science services***

11. The SPC-OFP maintained a high level of service to the Commission throughout 2005. These services focussed on the Scientific Committee, the administration of the website and catch data associated with the calculation of the Commission's 2006 provisional budget.

12. SPC considered it appropriate that the OFP use its existing resources as much as possible to satisfy the data and stock assessment needs of the Commission early during the establishment of the Commission's secretariat. However, now that the

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<sup>1</sup> The analysis in that paper was derived from cost estimates provided by SPC-OFP, FFA and other service providers.

Commission's membership has expanded to include most countries that participated in the Preparatory Conference the Commission needs to assume financial responsibility for the full package of scientific services that it requires (guided by the deliberations of WG. II and summarised in WCPFC/PrepCon/WP.37). Drawing on the analysis presented in WP. 37, the First Meeting of the Scientific Committee at Noumea in August 2005 endorsed a budget of US\$254,500 to compensate SPC for the provision of scientific services in 2006.

13. The development of an agreement for scientific services in 2006 (with some provision for services provided in 2005) has been concluded SPC-OFP. The funding to support the provision of scientific services by SPC-OFP in 2006 will be considered by WCPFC2 as part of the 2006 Work Program and Budget.

### *Vessel Register Services*

14. Article 24 of the Convention requires Members of the Commission to maintain a record of vessels authorized to fish in the Convention Area. It requires that the information, as set in Annex IV of the Convention, be provided to the Commission annually or when alterations occur. The Commission is required, pursuant to Article 24, paragraph 7, to maintain a record of the information provided by Members and to circulate this information periodically to all Members or, on request, individually to any Member.

15. To enable the Commission to satisfy the requirements of article 24 an electronic vessel register, accommodating all the details, including photographs, stipulated in Annex IV of the Convention, is necessary. In addition to regular reports WCPFC/PrepCon/20 proposed that Members be able to access the register via the Internet.

16. The Preparatory Conference considered various options to establish this function including engaging FFA or contracting a commercial provider. Cost estimates ranged from initial setup costs of US\$120,000 to US\$200,000 and on-going annual costs ranging from US\$96,000 to US\$100,000.

17. The cost for the Commission to establish an in-house vessel register was estimated to be US\$400,000. Ongoing costs, in addition to staff costs and Secretariat overheads, was estimated to be US\$120,000 per annum.

18. It was estimated that, in the medium-term, the annual costs to the Commission for provision of the vessel register, based upon the use of either the FFA or a commercial service provider, may be in the order of US\$100,000 – 200,000 per year.

19. To advance this during 2006, a budget of US\$100,000 is proposed (the same amount that was provided as the indicative budget for 2006 that was approved at WCPFC1). The funds will principally be applied to:

- develop specifications for a Commission vessel registry;
- design an implementation strategy for a Commission vessel register;
- manage a process calling for expressions of interest in providing the vessel registry services to the Commission;

- provide recommendations to the Secretariat on preferred service arrangements from the expressions of interest received; and
- support 2006 start up costs for the vessel registry at the Commission using the service arrangement selected.

20. This will principally be undertaken as a consultancy managed by the Compliance Manager.

### ***Legal and policy services***

21. The Commission will require on-going legal and policy advice. This service will be required in respect to the Convention and legal and policy advice to Members to support them in respect of their obligations under the Convention. It will be required to support the development of external relations of the Commission and to ensure that the Secretariat is able to adequately represent the Convention, and the decisions of the Commission, in international and regional contexts.

22. In the medium term, and on the basis of a demonstrated need, the Commission may decide to establish a position within the Secretariat to provide legal and policy advice. In 2006, it is proposed that the Secretariat call for tenders to provide legal and policy advisory services to the Commission under a retainer arrangement. The scope of the arrangement would include:

- provision of legal and policy advice to the Secretariat and Commission Members (in relation to Convention and Commission matters) on request;
- serve as an occasional ambassador for the Secretariat at regional or international meetings of relevance to the Convention, the priorities of Members in respect of the conservation and management of highly migratory fish stocks in the Convention Area, and to the work of the Commission;
- prepare briefings, on request, for the Secretariat and Commission Members, relating to legal and policy interpretations for provisions of the Convention and the decisions of the Commission;
- prepare legal and policy documents to support meetings of the Commission and its subsidiary bodies, as necessary; and
- serve as a legal and policy adviser to the Secretariat to assist Commission Members, particularly Members that are small island developing States or territories, to align national law and policy to be consistent with the Convention.

23. An amount of US\$50,000, covering fees (US\$30,000), associated travel costs (18,000) and communication and printing expenses (US\$2,000) has been included in the provisional 2006 work programme and budget to support this service.

### **Other services**

24. Although posts to support building and grounds maintenance, building cleaning and security have been included in the 2006 budget estimates the Secretariat will research options for inviting local service providers to tender for these services in 2006.

## **Guidance**

25. Members are invited to discuss the proposed schedule for recruitment to professional and support posts, the duty statements and advisory services at the secretariat and provide guidance on a schedule for implementation.

WESTERN AND CENTRAL PACIFIC FISHERIES COMMISSION  
DUTY STATEMENTS

COMPLIANCE MANAGER (CM)

Professional Grade: CROP Level L

**Organizational relationships:** The Compliance Manager reports to the Executive Director regarding fisheries compliance matters of the Commission. (The other currently identified managers within the Secretariat have portfolios for science, corporate services and data management). He/she is required to deal with senior members of government among members and others cooperating with the Commission, as well as perform a senior management role in the Secretariat.

**Key responsibilities:** The Compliance Manager serves as Secretariat of the Technical Compliance Committee (TCC) and provides oversight and management of all fisheries management and conservation compliance matters for the Executive Director. He/she provides oversight of the process to obtain quality technical advice from contractors and Member's compliance and fisheries management programs, and conveys that advice to the TCC and Commission. He/she will take all necessary action as agreed by the Commission to ensure compliance by members fishing in the Convention area.

Duties will include to:

- oversee the management and technical development of the Commission's monitoring, control and surveillance (MCS) activities including the efficient technical operation of the Commission's Record of Fishing Vessels, Regional Observer Program, vessel monitoring arrangements, boarding and inspection arrangements; standards for national reporting for monitoring compliance, vessel and gear markings, authorisations to fish, Port State measures, and monitoring transshipment;
- Liaise, and facilitate coordination, with other regional and national agencies and organisations involved in fisheries MCS, including those that provide operational support to the western and central Pacific region;
- Liaise with cooperating non-Members of the Commission on MCS affairs;
- Provide technical assistance on MCS to Members, as requested;
- serve as the Secretariat to the Technical and Compliance Committee and its Working Groups;
- Arrange MCS related training opportunities for fisheries MCS personnel from Commission Members;
- Research new and emerging technologies and procedures that will enhance the Commission's MCS efforts;
- Collect, analyse and distribute MCS related information to Commission members;
- Provide expert advice on MCS related issues to the Commission;
- contribute to the overall management of the Commission's Secretariat;

- Prosecute vessels for offences against the Commission's regulations; and
- other duties as required by the Executive Director.

### ***Qualifications and Experience***

#### ***Essential:***

- Tertiary qualification in fisheries management or related field;
- At least five years experience in the planning, management and operational aspects of fisheries MCS;
- Extensive experience in project management and team leadership experience;
- broad knowledge of marine science, fisheries biology, oceanography and socio-economics;
- detailed knowledge of oceanic pelagic fisheries, with emphasis on tuna;
- demonstrable active international involvement in fisheries management and fisheries compliance - preferably involving tuna; and
- experience in the formulation of fisheries compliance advice for fisheries management purposes.

#### ***Desirable:***

- At least 2 years working on fisheries MCS;
- Experience in regional (multinational) fisheries management;
- communication skills in English of a high order, particularly in written and oral presentation of technical compliance advice to multicultural audiences including fishermen and policy makers;
- interpersonal skills of a high order, including the ability to supervise technical and to manage relationships critical for effective compliance operations; and
- a willingness to undertake extensive travel in support of the Commission's work.

## **SCIENCE MANAGER (SM)**

### **Professional Grade: CROP Level L**

***Organizational relationships:*** The Science Manager reports to the Executive Director regarding scientific and data matters of the Commission. (The other currently identified managers within the Secretariat have portfolios for corporate services, data management and compliance). He/she is required to deal with senior members of government among members as well as perform a senior management role in the Secretariat.

***Key responsibilities:*** The Science Manager serves as Secretariat of the Scientific Committee and provides oversight and management of all scientific matters, including data issues, for the Executive Director, providing in particular oversight of the process to obtain quality data and scientific advice from contractors and Member's research

programs, and conveying that scientific advice to the Specialist Working Groups, Scientific Committee, and Commission.

Duties will include to:

- accomplish strategic and annual planning of the Secretariat's work in support of the Scientific Committee and the Commission;
- facilitate scientific research as determined and initiated by the Commission;
- take responsibility for securing resources, including partnerships, to effectively and efficiently design and implement activities relating to the scientific services of the Commission;
- support the Commission secretariat and Members during discussion on scientific research that relates to the Objective of the Convention (Article 2) at the Annual Session;
- translate the decisions of the Commission and the Scientific Committee relating to their scientific activities into operational plans and procedures and coordinate their implementation by the Secretariat;
- review research results and assemble information to support scientific and technical initiatives of the Commission and the Scientific Committee;
- administer and manage scientific research and fisheries assessment services contracted to the Commission ensuring quality assurance agreements in relation to securing the best available scientific advice on the regional status of stocks of target tuna species, and development of a better understanding of the status of tuna fishery-associated species and ecosystems, are honoured;
- provide scientific leadership and oversight to ensure that the science services of the Commission are maintained at an internationally recognised standard;
- facilitate future developments of data collection and scientific service capacity of the Commission secretariat as required by the Commission;
- coordinate Commission Member and other stakeholder participation in the Scientific Committee;
- communicate with Members and other stakeholders on scientific matters before the Commission between meetings of the Scientific Committee;
- serve as the Secretariat to the Scientific Committee and its Working Groups;
- support efforts to build national scientific research and fisheries assessment capacity to strengthen scientific advice available to the Commission;
- support, monitor and coordinate WCPFC activities on the cooperation with international organisations including cooperation on special projects agreed, from time to time, by the Commission and Scientific Committee, and specific support to Members acting as WCPFC observers to meetings of other organisations;
- contribute to the overall management of the Commission's Secretariat.
- provide scientific advice to the SC and the Commission based on Member's research programmes
- supervise the preparation of accurate narrative and financial reports on the data collection and scientific activities of the Commission for transmission to Commission Members and other relevant stakeholders; and
- any other duties as required by the Executive Director.



## ***Qualifications And Experience***

### ***Essential:***

- PhD in fisheries science or a related field, with considerable post-doctoral experience;
- broad knowledge of marine science, fisheries biology, oceanography and socio-economics;
- detailed knowledge of oceanic pelagic fisheries, preferably with an emphasis on tuna.
- expert knowledge in one or more of the following fields: fisheries stock assessment, fisheries statistics, fisheries biology and ecology;
- demonstrable international standing in the field of fisheries research, preferably involving tuna;
- experience in the formulation of scientific advice for fisheries management purposes; and
- demonstrated ability to manage staff and financial resources of a group.

### ***Desirable:***

- Considerable experience in tuna research within the WCPFC region;
- proven history of successfully leading multidisciplinary teams of fisheries scientists, data base specialists, fishery monitors and support staff, and conducting large field research programmes;
- communication skills in English of a high order, particularly in written and oral presentation of scientific advice to audiences at many levels;
- interpersonal skills of a high order, including the ability to supervise scientific and support staff and to manage relationships critical for collaborative research projects; and
- willingness to undertake extensive travel in support of the Commission's work.

## **FINANCE AND ADMINISTRATION OFFICER (FAO)**

### **Professional Grade: CROP Level L**

The Finance and Administration Officer (FAO) will be responsible to the Executive Director for the effective operation and management of the Commission's corporate services.

**Organizational relationships:** The Finance and Administration Officer reports to the Executive Director regarding the financial and administrative affairs of the Commission. (The other currently identified managers within the Secretariat have portfolios for science and compliance.) He/she is required to deal with senior

members of government in Member countries, as well as perform a senior management role in the Secretariat.

**Key responsibilities:** Monitor the budget and financial transactions of the Commission; internal oversight; manage contracts for technical services as necessary; supervisory office administration and personnel management. Specific responsibilities are grouped in the following functional categories.

#### 1. Finance

- Coordinate all aspects of the organisation's budgeting process, from strategic development stage to implementation and ensure the provision of overall financial accounting and administrative support to the Commission and its staff;
  - Prepare a Commission draft budget for anticipated income and expenditure in the following year;
  - Support the Commission's financial decisions concerning the annual budget;
  - Monitor expenditure and projected expenditure against the budget following internationally acceptable accounting standards;
  - Advise the Executive Director on budgetary progress/procedures and recommend any remedial action which may be necessary;
  - Work with other accountable Secretariat staff to identify and address resource shortages/surpluses to optimise operational efficiency;
  - Advise the Executive Director on calculation and collection of Members' contributions to the annual WCPFC budget;
  - Ensure optimal returns for surplus cash and ensure fund security as well as operational efficiency;
  - Manage the Secretariat payroll system; and
  - Manage, control and record income, assets, expenditure and liabilities, including preparation of financial statements in accordance with financial regulations/international accounting standards.

#### 2. Personnel

- Establish and implement a Human Resources Management and Development Strategy, update the system and processes to support a strategic programme based organisation and support the Executive Director in efforts to ensure the Commission has the capability it needs to meet its strategic goals;
- Provide advice on staff appointments, renewal of contracts and terminations for the Commission's staff in accordance with Staff Regulations;
- Review and update the employment terms and conditions needed to provide a working environment that enables the attraction and retention of employees and that maintains parity with the guidelines provided by the Annual Session;
- Lead and manage the performance of corporate services staff creating a team environment where people are clear about what is expected of them, how their work supports the wider organisational goals and have the performance feedback they need to continuously improve their performance;
- Manage the recruitment and selection of corporate services and general secretariat staff and make appointment recommendations to the Executive Director;

- Ensure the induction, ongoing training and development of corporate services staff to build capacity of the Commission to meet its organizational goals;
  - Address health and safety issues as they arise.
3. Administration
- Ensure the adequate resourcing and efficient operation of the Secretariat's reception facilities, administration and finance;
  - Provide strategic advice and support for integrated approach to organisational planning, programme design, work programme and budget implementation, performance monitoring and evaluation, and building partnerships;
  - Establish a corporate profile and marketing strategy to raise awareness and manage the image of the Commission among all stakeholders;
  - Lead the establishment of a knowledge management strategy, update the systems and processes to meet the needs of the Secretariat for the management of information for planning, policy, member profiling, relationship management and decision making purposes;
  - Develop and implement an integrated corporate risk management programme for the Commission;
  - Support the Executive Director in effective implementation of the Headquarters Agreement, particularly in relation to taxation issues;
  - Lead the development of corporate policy and procedures to continuously improve internal services for efficiency and effectiveness gains; and
  - Ensure adequate security/insurance for Secretariat staff, assets and premises and for WCPFC meetings in Pohnpei.
4. Liaison
- Build and maintain relationships with Commission Members and contribute to the ongoing enhancement of liaison processes with Members;
  - Establish and maintain partnerships or networks with relevant external stakeholders and service delivery providers for the purposes of maximizing value for the Commission;
  - Serve as an advocate for and represent the Commission and/or Commission Members at high level regional and international meetings;
  - Contribute to the overall management of the Commission's Secretariat; and
  - Any other duties as required by the Executive Director.

***Required Qualifications and Experience:***

***Essential:***

- A business or corporate management tertiary qualification. (A post-graduate degree would be an advantage);
- Five (5) years professional experience at a senior level in an inter-governmental agency with large operational budgets.
- Extensive experience in project, financial and personnel management.

- Leadership qualities with proven ability to guide and motivate a large multicultural, multi-disciplinary team of Finance and Administration staff; and having good strategic and staff performance management experience and skills.
- Excellent communication, marketing and public relations skills;
- Experience in managing, supporting or implementing personnel management programmes.

***Desirable:***

- Demonstrated senior level finance and administration responsibilities.
- Experience with Risk Management approaches and strategies.
- Experience with staff capacity development approaches.

**ICT MANAGER**

**Professional Grade: CROP Level L**

***Organizational relationships:*** The ICT Manager reports to the Executive Director regarding information management, data services and communication technology and applications of the Commission.

***Key responsibilities:*** Manage the IT requirements of the Secretariat, establish and maintain necessary database, network and communications services; ongoing management of service agreements with external providers for the provision of data services to the Commission.

The ICT Manager will take responsibility for:

- In association with the FAO, SM and CM, provide business analysis and scoping for key business information management systems;
- Technical administration and maintenance of ICT business applications and databases;
- Facilitation of and advice to knowledge and data management processes within the Commission;
- Liaison with key stakeholders, particularly in other Regional Fisheries Management Organisations, on ICT, data management (particularly fisheries data), information exchange and communication systems;
- Development of databases and applications, including web-based applications;
- Developing customized queries and online and print reports;
- Technical liaison and support for the Commission's financial system;
- Facilitate submission of data from countries/entities within a time frame established by the Commission;
- Provision of data as required, including
  - Data for use in the stock assessments
  - Data extracts and products in approved formats for public release, exchange with other fisheries organisations and approved research;

- Handle requests for database access in accordance with the Commission's confidentiality requirements;
- Work sensitively with members of the Commission, in addition to conducting smooth communications with members, non-members, other fisheries organisations and the public; and
- any other duties as required by the Executive Director.

***Required Qualifications and Experience:***

***Essential:***

- Appropriate tertiary qualification preferably in IT or Data Management, including recognised professional certifications;
- Minimum five (5) years working experience in database development and administration;
- Significant experience in database analysis, scoping, data and process mapping;
- Successful track record in database application development and administration;
- Outstanding communication, documentation, negotiation and presentation skills; and
- Good interpersonal skills with a proven ability to build productive relationships with project team and business representatives.

***Desirable:***

- Experience with open source;
- Good understanding of accounting principles and processes; and
- Familiarity and knowledge of Pacific Island ICT environments

**SECRETARY [to the Executive Director]**

**Support Staff Grade:**

***Organizational relationships:*** The Executive Assistant reports to the Executive Director on administrative support issues associated with the office of the Executive Director.

***Key responsibilities:*** Executive Assistant to Executive Director; maintain records and archives; press liaison, assist with secretarial support to Commission meetings and support the Executive Director on internal administration.

Duties and responsibilities include:

- secretarial and clerical assistance to the Executive Director;
- manage basic corporate information resources such as mailing and distribution lists;
- typing and drafting services in relation to routine correspondence and Commission documents;
- assistance with organising and servicing meetings and workshops;

- support in relation to the management and distribution of Commission documents and meeting records;
- liaise with the press as required by the Executive Director;
- With the approval of the Executive Director liaise with the press as required;
- Support the Commission's efforts to establish an effective communication strategy to raise the profile and awareness about the Commission among key stakeholders;
- In liaison with other Commission staff, catalogue and administer all correspondence, reference material and publications in a form consistent with standards established by the Commission's document management systems;
- Support Commission staff with the acquisition of all types of information relevant to the Commission's work. This includes searching for appropriate information on library databases and the internet;
- provide support for the management of the Commission's web site,
- In support of the Executive Director, monitor the distribution of inward correspondence among Commission staff and any subsequent action taken;
- maintain communications with the Executive Director and other Commission staff while they are on duty travel; and
- any other duties as required by the Executive Director.

### ***Qualifications and experience***

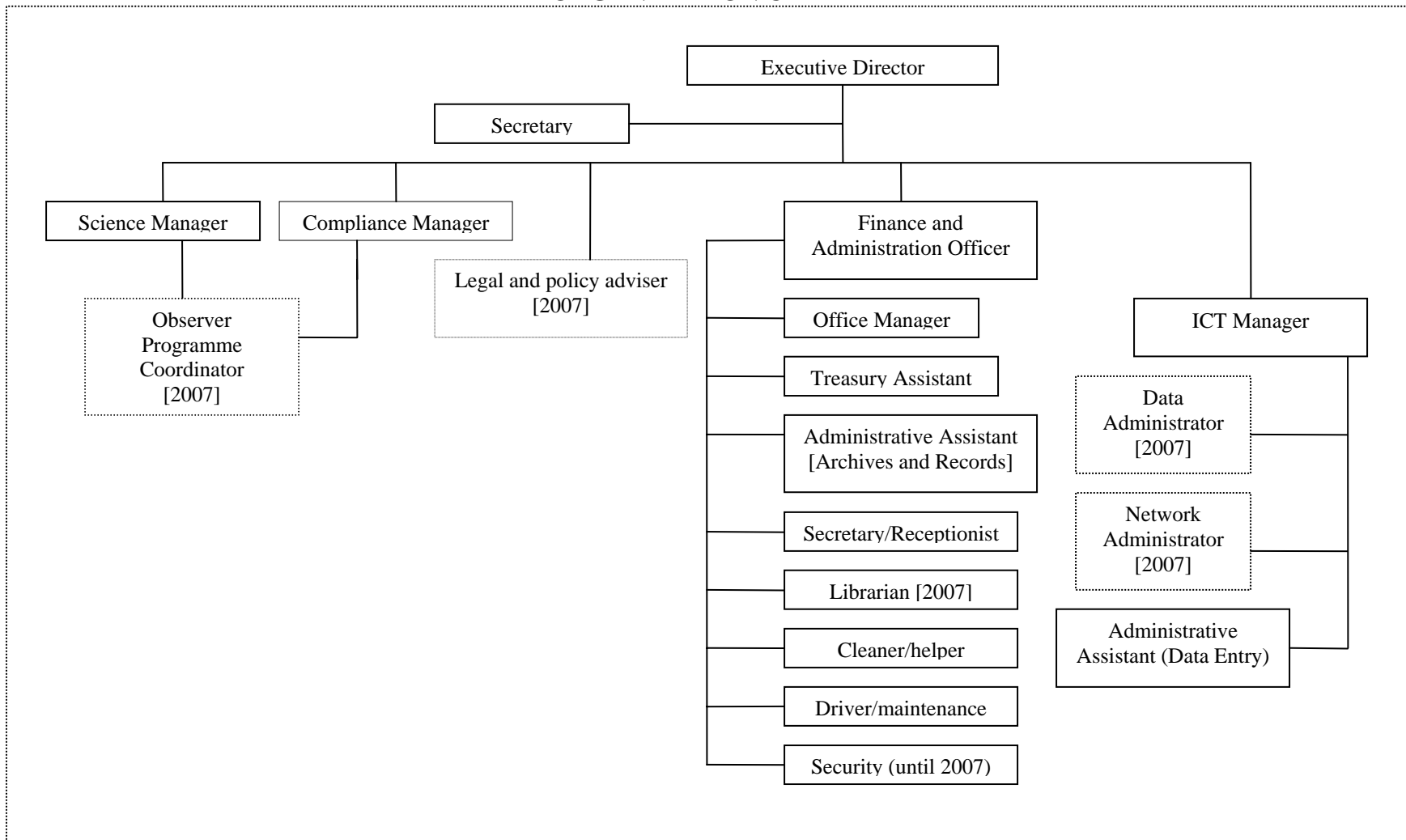
#### ***Essential:***

- Formal qualifications as an executive secretary/assistant.
- Exceptional organisational skills
- Excellent computing ability preferably to include word processing, spreadsheets, presentation software (such as MS Powerpoint), website administration and email;
- Good document management skills; and
- Experience dealing with the press.

#### ***Desirable***

- Experience working with Pacific Island cultures;
- Ability to liaise with a range of stakeholders from different cultures and disciplines.

**SECRETARIAT STRUCTURE  
ORGANIZATION CHART**



## Proposed recruitment schedule

Post	2006				2007			
Executive Director								
Secretary to ED								
Compliance Manager								
FAO								
Science Manager								
Office Manager								
Treasury Assistant								
Secretary Receptionist								
Cleaner								
Driver								
Security								
ICT Manager								
Administrative Assistant								
Administrative Assistant (Data Entry)								
Observer Program Coordinator								
Data Administrator								
Network Assistant								
Librarian								
Legal and Policy Adviser								



## Provisional Staff Costs (2006-2007)

Positions	2006	2007
	budget	Indicative
		2006 + 4%
<b>Executive Director</b>		
Base salary	98,844	102,798
Superannuation	7,413	7,710
Education	16,950	17,628
Health and medical	5,000	5,200
Life insurance	1,200	1,248
COLDA	18,436	19,173
Recruitment/repatriation fare*	6,000	-
Shipping	-	-
Establishment grant	-	-
Hotel on arrival/departure	-	-
Housing	24,000	24,960
Domestic allowance	3,000	3,120
Electricity	3,000	3,120
Phone	600	624
Representational allowance	5,000	5,000
Leave	10,000	10,400
sub-total	199,443	200,981
<b>Science Manager</b>		
Base salary (recruitment 2006 April)	63,737	84,983
Superannuation	4,780	6,374
Education	13,221	17,628
Health and medical	3,900	5,200
Life insurance	1,200	1,200
COLDA	11,972	15,963
Recruitment/Repatriation fare	10,000	-
Shipping	5,000	-
Establishment Grant	1,565	-
Hotel on arrival/departure	2,000	-
Housing allowance	8,100	10,800
Annual leave	-	10,000
sub-total	125,476	152,148
<b>Compliance Manager</b>		
Base salary (recruitment 2006 April)	63,737	84,983
Superannuation	4,780	6,374
Education	13,221	17,628
Health and medical	3,900	5,200
Life insurance	1,200	1,200
COLDA	11,972	15,963
Recruitment/Repatriation fare	10,000	-
Shipping	5,000	-
Establishment Grant	1,565	-
Hotel on arrival/departure	2,000	-
Housing allowance	8,100	10,800
Annual leave	-	10,000
sub-total	125,476	152,148

<b>Finance and Administration Officer</b>		
Base salary (recruitment 2006 April)	63,737	84,983
Superannuation	4,780	6,374
Education	13,221	17,628
Health and medical	3,900	5,200
Life insurance	1,200	1,200
COLDA	11,972	15,963
Recruitment/Repatriation fare	10,000	
Shipping	5,000	
Establishment Grant	1,565	-
Hotel on arrival/departure	2,000	-
Housing allowance	8,100	10,800
Annual leave	-	10,000
<b>sub-total</b>	<b>125,476</b>	<b>152,148</b>
<b>ICT Manager</b>		
Base salary (recruitment 2006 May)	45,369	68,054
Superannuation	3,403	5,104
Education	11,752	17,628
Health and medical	3,467	5,200
Life insurance	800	1,200
COLDA	8,628	12,942
Recruitment/Repatriation fare	10,000	-
Shipping	5,000	-
Establishment Grant	1,565	-
Hotel on arrival/departure	2,000	-
Housing allowance	7,200	10,800
Annual leave	-	10,000
<b>sub-total</b>	<b>99,184</b>	<b>130,9281</b>
<b>Legal and Policy Adviser</b>		
Base salary (recruitment 2007 January)		68,054
Superannuation	-	5,104
Education	-	17,628
Health and medical	-	5,200
Life insurance	-	1,200
COLDA	-	12,942
Recruitment/Repatriation fare	-	11,000
Shipping	-	5,500
Establishment Grant	-	1,700
Hotel on arrival/departure	-	2,200
Housing allowance	-	10,800
Annual leave	-	-
<b>sub-total</b>	<b>-</b>	<b>141,328</b>

<b>Data Administrator</b>		
Base salary (recruitment 2007 January)	-	57,217
Superannuation	-	4,291
Education	-	17,628
Health and medical	-	5,200
Life insurance	-	1,200
COLDA	-	11,009
Recruitment/Repatriation fare	-	10,000
Shipping	-	5,000
Establishment Grant	-	1,565
Hotel on arrival/departure	-	2,000
Annual leave	-	-
Housing assistance	-	10,800
sub-total	-	125,910
<b>Observer Programme Coordinator</b>		
Base salary (recruitment January 2007)	-	57,217
Superannuation	-	4,291
Education	-	17,628
Health and medical	-	5,200
Life insurance	-	1,200
COLDA	-	11,009
Recruitment/Repatriation fare	-	10,000
Shipping	-	5,000
Establishment Grant	-	1,565
Hotel on arrival/departure	-	2,000
Annual leave	-	-
Housing assistance	-	10,800
sub-total	-	125,910
<b>Network administrator</b>		
Base salary (recruitment 2007 January)	-	45,358
Superannuation	-	3,402
Education	-	17,628
Health and medical	-	5,200
Life insurance	-	1,200
COLDA	-	8,893
Recruitment/Repatriation fare	-	10,000
Shipping	-	5,000
Establishment Grant	-	1,565
Hotel on arrival/departure	-	2,000
Annual leave	-	-
Housing assistance	-	10,800
sub-total	-	111,046
<b>Office Manager/Executive Officer</b>		
Base salary (recruitment March 2006)	24,000	32,000
Health insurance	1,050	1,400
Social Security	1,440	1,920
sub-total	26,490	35,320
<b>Secretary to the Executive Director</b>		
Base salary (recruitment March 2006)	16,500	22,800
Health insurance	1,400	1,456
Social Security	990	1,030
sub-total	18,890	25,286

<b>Administrative Assistant (Archives and Records)</b>		
Base salary (recruitment March 2006)	13,500	18,000
Health insurance	1,400	1,456
Social Security	810	842
sub-total	15,710	20,298
<b>Administrative Assistant (Data Entry)</b>		
Base salary (recruitment March 2006)	13,500	18,000
Health insurance	1,400	1,456
Social Security	810	842
sub-total	15,710	20,298
<b>Treasury Assistant</b>		
Base salary (recruitment March 2006)	12,375	16,500
Health insurance	1,400	1,456
Social Security	743	772
sub-total	14,518	18,728
<b>Secretary/receptionist</b>		
Base salary (recruitment March 2006)	10,374	13,832
Health insurance	1,400	1,456
Social Security	622	647
sub-total	12,396	15,935
<b>Driver/Maintenance</b>		
Base salary (recruitment March 2006)	10,374	13,832
Health insurance	1,400	1,456
Social Security	622	647
sub-total	12,396	15,935
<b>Cleaner Helper</b>		
Base salary (recruitment March 2006)	5,958	6,500
Health insurance	1,400	1,456
Social Security	358	390
sub-total	7,716	8,346
<b>Security (To be contracted in the long term)</b>		
Base salary (recruitment March 2006)	10,374	-
Health insurance	1,400	-
Social Security	622	-
sub-total	12,396	-
<b>Librarian</b>		
Base salary	-	18,720
Health insurance	-	1,400
Social Security	-	1,123
sub-total	-	21,243
<b>Total</b>		
	811,277	1,479,744

\* 2005 actual for ED only, ED's family to travel to Pohnpei in early 2006