



CORAL TRIANGLE INITIATIVE

ON CORAL REEFS, FISHERIES AND FOOD SECURITY

Annex 9a
Decision Document on:
Coordination Mechanism

The 9th CTI-CFF SENIOR OFFICIALS MEETING (SOM9)

26 - 27 NOVEMBER 2013
MANILA, PHILIPPINES

Adopted on 27th November 2013
by the Governments of Indonesia, Malaysia, Papua New Guinea,
The Philippines, Solomon Islands, and Timor-Leste.

I. Background

In November 2012 in Kuala Lumpur, Malaysia, SOM8 agreed to task the CMWG with furthering the following Decisions:

Decision 2. To continue implementing the Roadmap to a Permanent Regional Secretariat as agreed at MM3 according to the following guidance:

- 1.1. The transition process from the current interim secretariat arrangement to a Permanent Regional Secretariat should be based on the Permanent Secretariat Workplan ('Workplan');
- 1.2. The implementation of the Workplan is to be led by the CMWG and facilitated by the IRS;
- 1.3. The timing of CMWG meetings under the Workplan should be aligned with other CTI regional meetings, in order to minimize travel and costs.

Decision 3. To endorse the CTI-CFF Communications Strategy Design and 2013 Work Plan for the completion of the CTI Communications Strategy by 2013

Accordingly, the CWMG convened on 21-22 March 2013 in Bali, Indonesia and 25 November 2013 in Manila, Philippines to assess progress on the above and other matters and discuss further steps to advance the CTI-CFF mechanisms.

II. Decisions

Based on the presentations made by the CMWG and discussions during the session on *Coordination Mechanism Working Group* at SOM9, the Senior Officials hereby:

1. Endorse the following guidance on the development of the CTI-CFF Communications Strategy:
 - A Communications Strategy Guideline should be developed according to the "CTI-CFF Communications Strategy Design and 2013 Workplan Draft".
 - The Guideline should include criteria for developing a CTI-CFF core theme, including methods for generating alternative core themes (e.g. through a professional organization, an international competition, etc).
 - The Guideline should be implemented based on the capacity and needs of each of the CT countries.
2. Recommend to the CTI-COM that Malaysia shall hold over as CTI-COM Chair until May 2014 when MM5 shall have been convened and PNG shall have assumed the Chair.
3. Task the IRS to prepare for consideration by the CTI-COM Chair a letter formally requesting PNG to submit to the CTI-COM Chair a written expression of willingness to assume the CTI-COM Chairmanship as provided under the CTI-CFF Rules of Procedure.

4. Agree that the process to select an Executive Director for the permanent Regional Secretariat should be initiated, with a view to appointing an Executive Director by the date of the MM5 in May 2014.
5. Agree that the Executive Director shall serve for the period May 2014-December 2015 with the possibility of extension by the CTI-COM and shall focus on the institutional building of the Regional Secretariat.
6. Endorse the *Terms of Reference: Appointment Committee for an Executive Director* (Attachment 1), which spells out the membership of the committee and other information relevant to the process of recruiting an Executive Director.
7. Agree that CTI countries shall each nominate one member to the Appointment Committee and that they shall submit their nominations to the IRS no later than 20 December 2013.
8. Recommend that a meeting of the CTI-COM be held in May 2014 to confirm the appointment of the Executive Director.
9. Agree to convene a CTI Women Leaders Event (WLE) in 2014 to foster the participation of women in conservation in the CT region.
10. Agree that a CMWG Meeting will be convened in the first quarter of 2014 to provide feedback on priority goals and deliverables, and the likely amount of funding available for the remainder of 2014 (Attachment 5), so that the Plan and Budget may be further developed for SOM endorsement in May 2014.

ATTACHMENT 1

Terms of Reference Appointment Committee for an Executive Director

1. Introduction

These Terms of Reference provide the basis for the establishment and operations of an Appointment Committee with responsibility for identifying a preferred candidate for the position of Executive Director.

The appointment of a highly competent and experienced individual to the position of the Executive Director is the most critical decision to be taken in the establishment of the permanent Regional Secretariat. The Executive Director is responsible for virtually all decisions relating the initial establishment of the Regional Secretariat and will need to demonstrate strong, confident and proactive leadership. Experience and history suggest the future of the new Secretariat, and by implication, the CTI-CFF, will be shaped by how well it is led in the early stages.

2. Overview of the Requirements of the Secretariat Agreement and Staff Regulations

The CTI-CFF Secretariat Agreement (Article 6) provides the authority for the Executive Director, and requires that the Executive Director is appointed through a merit based process as outlined in the Staff Regulations. Regulation 4 of the Staff Regulations sets out the duties of the Executive Director, and Regulation 7 sets out the process for the recruitment of an Executive Director.

Relevant provisions of the Secretariat Agreement and Staff Regulations are in Attachment 2.

3. Appointment Committee Membership

The Staffing Regulations (Regulation 7(4)) provide that an Appointment Committee must have:

- a minimum of five members
- no two member from the same Party
- if possible, both male and female representatives

Pursuant to these requirements, the membership of this Appointment Committee will comprise one member from each Coral Triangle country.

In the event that a Member is not able to attend a meeting, the Member may delegate to an alternative representative from the same CT6 country

4. Facilitator of the Appointment Committee

An independent recruitment expert (hereafter "Facilitator") will be engaged to assist the Appointment Committee. The role of the Facilitator is to convene and

facilitate meetings and out-of-session business by the Appointment Committee. The Facilitator has no other powers or authority except as detailed in these Terms of Reference.

5. Timing for the recruitment process

The Appointment Committee will conduct its operations in a way that will enable it to present a recommended candidate for endorsement at a Special SOM and MM5, expected to be held in May 2014. To this end, the Committee will work to the following indicative timetable:

- January 20, 2014 : finalization of the membership of the Appointment Committee
- February 20, 2014: approval of the membership of Appointment Committee by CTI COM [out of session]
- March 20, 2014 : application and nomination of candidates including advertising in CTI and internationally
- April 2014 : short-listing and interview
- April - May 2014 : selection of a candidate
- May 2014 : finalisation of the Appointment Committee report and transmittal to the Chair of the CTI Council of Senior Officials
- May 2014 : inter-sessional/extraordinary SOM and MM5 or COM Chair making of appointment
- May 2014 : commencement of the Executive Director.

6. Selection criteria for the Executive Director

The Staffing Regulations (Regulation 7(5)) provides that the Appointment Committee must formulate selection criteria, which will include:

- relevant qualifications and experience
- a requirement that the candidate is a national of a CTI-CFF member
- other merit-based criteria deemed appropriate by the Appointment Committee or the CTI COM or SOM.

Draft selection criteria for the Executive Director are at Attachment 3. This document will be finalised by the Appointment Committee out of session, with the assistance of an executive recruitment expert.

7. Advertising and Nomination of candidates

The Staffing Regulations (Regulation 7(6)) provide that vacancies for the Executive Director will be advertised in all of the Coral Triangle countries.

- The Appointment Committee will be assisted to do this by the Facilitator.
- The Facilitator of the Committee will approve the details of the advertisement on behalf of the Committee. Advertisements will be consistent with the agreed selection criteria.

- Advertisements should be conducted internationally in addition to in all of the Coral Triangle countries

The Staffing Regulations (Regulation 7(6)) provide that Coral Triangle parties may nominate candidates for the Executive Director position, but that all candidates, whether nominated or applying themselves, will be given equal consideration. The Facilitator of the Committee will invite each country through their SOM representative, to make nominations by a specified date in accordance with the timeline set by the SOM.

The Appointment Committee will seek to close the application and nominations process by April 2014, so that short-listing and interviewing can commence.

8. Short-listing and interview of candidates

The Staffing Regulations (Regulation 7(7)) provide that the Appointment Committee will short-list candidates, at a meeting or by electronic means (i.e. via email).

- The Facilitator will coordinate short-listing of candidates by the Appointment Committee.
- The Appointment Committee will short-list applicants for interview.
- To the extent possible, the short-list of candidates will include both male and female candidates, and candidates from each CTI-CFF country.
- Short-listing decisions will be made by consensus.

The Staffing Regulations (Regulation 7(7)) provides that short-listed candidates will be invited to attend and interview at the Secretariat's premises or other location determined by the Appointment Committee.

- The Facilitator will coordinate the interview process
- All Appointment Committee members shall be given reasonable opportunity to participate, with interviews only occurring if a majority of members are present.

9. Selection of a candidate and transmittal to the SOM (and COM)

The Staffing Regulations (regulation 7(8)) provide that the Appointment Committee will, after interviews, select a candidate to fill the Executive Director position. The Facilitator will coordinate the ranking of candidates in terms of merit and availability for appointment.

The Staffing Regulations (regulation 7(8)) provide that advice on the preferred candidate selected by the Appointment Committee will be transmitted to the Chair of the CTI SOM, so that it may subsequently be considered by all SOM members.

- The Facilitator of the Committee will transmit this advice on behalf of the Appointment Committee.
- The advice will include an Appointment Committee report providing information on the work of the Appointment Committee, including the full list

of applicants, information on short-listing decisions, information on the interview process, and a copy of the application and CV of the preferred candidate(s).

- The Appointment Committee report will be agreed out of session by the Appointment Committee.
- The Facilitator will assist Committee members in the production of this report.

10. Conditions of employment

The Staff Regulations (regulation 7(10)) identify that the offer of employment will specify:

- The period of employment, including the start date and the completion date;
- The rate of remuneration and any other benefits attaching to the position including any other allowances such as relocation expenses;
- A description of responsibilities attaching to the position;
- Lines of reporting relevant to the position, including identification of the supervisor for the position, and what staff report to the position;
- Provisions with respect to any probation period;
- Provisions with respect to dismissal or termination; and
- A copy of the CTI-CFF Staff Regulations and any other relevant regulations or policy guidance made by the Ministerial Meeting, or Senior Officials Meeting pertaining to the position.

The Appointment Committee will develop proposed conditions of employment for the Executive Director, for presentation to SOM with the Appointment Committee report.

- An outline of a term of appointment document is at Attachment 4.
- An executive recruitment expert will assist the Appointment Committee to develop this into a competitive and comprehensive package based on the Staff Regulations.
- This work will also be done in close consultation with the CMWG, noting the linkages to its work to develop an Operations Plan and Budget for the Permanent Secretariat.

ATTACHMENT 2

Provisions of the Secretariat Agreement and Staff Regulations relevant to the recruitment of an Executive Director

The Secretariat Agreement

Article 4 - Staff of the Secretariat

1. The staff of the Secretariat shall comprise of the Executive Director and two Deputy Executive Directors.
2. The staff of the Secretariat may also include Professional Staff and Support Staff as may be required to fulfill the functions of the Secretariat.

Article 6 - Executive Director

1. The Executive Director shall be the chief administrative officer of the Secretariat and shall act in that capacity at all times.
2. The Executive Director shall be appointed through a merit based process as outlined in the Staff Regulations for a term of four (4) years and may be re-appointed by the CTI COM for one term.
3. The recruitment policy, duties, and the terms and conditions of service of the Executive Director shall be as prescribed in the Staff Regulations.
4. The Executive Director shall be a national of a Party.

Article 12 - Privileges and Immunities

The Host Country shall grant the Secretariat and its premises, the Executive Director and the Deputy Executive Directors who do not have nationality of the Host Country, such privileges and immunities as may be necessary for the exercise of their official duties and functions. The specific details of such privileges and immunities shall be defined in the CTI-CFF Host Country Agreement between the Secretariat and the Host Country.

Article 13 - Exemption from Taxation and Custom Duties of the Secretariat

The Host Country shall grant the Professional Staff and Support Staff of the Secretariat who do not have the nationality of the Host Country, exemption from taxes and custom duties in accordance with the laws, rules and regulations of the Host Country. The specific details of such exemption shall be defined in the CTI-CFF Host Country Agreement between the Secretariat and the Host Country.

The Staff Regulations

Regulation 4 - Executive Director

1. The Executive Director shall be the chief administrative officer of the Secretariat and shall act in that capacity at all times.
2. The Executive Director shall:

- a) be responsible for the discharge of all the functions and responsibilities of the Secretariat in accordance with the directives of the CTI COM and the CTI Committee of Senior Officials (CTI CSO);
 - b) be responsible for strategic leadership and management of the Secretariat, including:
 - i. representing the CTI-CFF regionally and internationally and developing strategic partnerships and networks;
 - ii. managing key CTI-CFF relationships, including with the Host Country Government and those governed through Memorandums of Understanding or other formal agreements;
 - iii. formal liaison with the national coordinating committees of Parties;
 - iv. policy development;
 - v. program planning, including for implementation of the Regional Plan of Action;
 - vi. organizational development;
 - c) exercise the administrative and financial powers vested under this Agreement and such other rules, procedures and regulations as may be adopted by the Parties;
 - d) attend the official meetings of the CTI-CFF and provide advice and information on matters relating to the CTI-CFF;
 - e) prepare Annual Reports on the work of the Secretariat and the implementation of the Regional Plan of Action for consideration by the Parties;
 - f) prepare the annual budget estimates of the Secretariat for approval by the CTI COM and the CTI CSO;
 - g) appoint the Professional and Support Staff as may be necessary for the efficient functioning of the Secretariat, in accordance with these Regulations; and
 - h) perform such other administrative functions as are entrusted to the Executive Director by the Parties.
3. When the position of the Executive Director is vacant, the Executive Director's functions and powers shall be exercised according to the instructions of the Chair of the CTI COM. In the absence of such instructions, the functions of the Executive Director shall be exercised by the Deputy Executive Director appointed first.

Regulation 7 - Recruitment Policy for the Executive Director and Deputy Executive Directors

1. The responsibility for the appointment of the Executive Director and Deputy Executive Directors is vested in the CTI COM, and the CTI COM has the power to appoint the Executive Director and Deputy Executive Directors.
2. The CTI COM may delegate the responsibility and power of appointment referred to in paragraph (1) of this Regulation to the CTI CSO.

3. The CTI COM or, where responsibility has been delegated, the CTI CSO shall convene an Appointment Committee to select and recruit vacancies for the position of Executive Director and/or Deputy Executive Director.
4. An Appointment Committee established under paragraph (3) above will have a minimum of five (5) Members, with no two (2) Members from the same Party. The Appointment Committee will, as far as is possible, include male and female representatives from across the Parties.
5. An Appointment Committee established under paragraph (3) above will formulate selection criteria for the vacancies to be filled. Such criteria will include:
 - a) Relevant qualifications and experience;
 - b) Nationality of the candidate as a national of a Party; and
 - c) Such other merit-based criteria as deemed appropriate by the committee or by the CTI COM or CTI CSO.
6. Vacancies for the Executive Director or Deputy Executive Directors will be advertised in the Parties. In addition, Parties may nominate candidates for vacant positions. Regardless of whether nominated by a Party or applying themselves, all candidates will be subjected to the same appointment process and selection criteria. Appointments shall be subject to open competition among nationals of Parties regardless of race, colour, gender, mother tongue, religion and beliefs, or the national, ethnic or social origin.
7. An Appointment Committee established under paragraph (3) above will meet, whether in person or by electronic means, in order to short-list applicants. Short-listed applicants will be invited to attend interviews at the Secretariat's premises, or at such other location as the Appointment Committee may provide.
8. An Appointment Committee established under paragraph (3) above will, after interviewing shortlisted candidates, select a candidate to fill the vacancy or vacancies. The selection will be transmitted to the Chair of the CTI CSO, who will convene a meeting of the CTI CSO as soon as convenient. The CTI CSO will then determine if an offer should be made to the selected candidate, and in what terms, including conditions of appointment.
9. If a Ministerial Meeting is due to be convened within three (3) weeks of the appointment committee selecting a candidate, the CTI COM may exercise the functions indicated for the CSO indicated in paragraph (8). Alternatively, the CTI COM may meet inter-sessionally to fulfil this function at the request of any Party.
10. All offers of employment made pursuant to this Regulation will be signed by the Chair of the CTI CSO or the Chair of the CTI COM as appropriate. Such offers will outline the terms of employment including:
 - a) The period of employment, including the start date and the completion date;
 - b) The rate of remuneration and any other benefits attaching to the position including any other allowances such as relocation expenses;
 - c) A description of responsibilities attached to the position;
 - d) Lines of reporting relevant to the position, including identification of the supervisor for the position, and what Staff report to the position;
 - e) Provisions with respect to any probation period;
 - f) Provisions with respect to dismissal or termination; and

- g) A copy of these Staff Regulations and any other relevant regulations or policy guidance made by the CTI COM or CTI CSO pertaining to the position.

ATTACHMENT 3

Executive Director CTI-CFF Regional Secretariat Duty Statement and Selection Criteria

Draft

Background

[Background on the CTI-CFF, its state of development (ie permanent secretariat just entering into force, etc)]

Job description

The CTI-CFF Regional Secretariat Executive Director is the chief administrative officer of the CTI-CFF Regional Secretariat. The position is established under the *Agreement of the Establishment of the Regional Secretariat of the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security*.

The duties of the Executive Director are set out in the CTI-CFF Staff Regulations, as follows:

1. The discharge of all the functions and responsibilities of the Secretariat in accordance with the directives of the Senior Officials Meeting and the Ministerial Meeting;
2. Strategic leadership and management of the Secretariat, including:
 - (a) representing the CTI-CFF regionally and internationally and developing strategic partnerships and networks
 - (b) managing key CTI-CFF relationships, including with the Host Government and those governed through Memorandums of Understanding or other formal agreements;
 - (c) formal liaison with the national coordinating committees of Coral Triangle member countries;
 - (d) policy development;
 - (e) program planning, including for implementation of the Regional Plan of Action;
 - (f) organizational development of the Secretariat.
3. Exercising the administrative and financial powers vested under the *Agreement on the Establishment of the Regional Secretariat* and such other rules, procedures and regulations as may be adopted by the Parties including the Financial Regulations, Staff Regulations and Rules of Procedure;
4. Attend the official meetings of the CTI-CFF and provide advice and information on matters relating to the CTI-CFF;
5. Prepare Annual Reports on the work of the Secretariat and the implementation of the CTI-CFF Regional Plan of Action for consideration by the Parties;

6. Prepare the annual budget estimates of the Secretariat for approval by the Senior Officials Meeting and the Ministerial Meeting;
7. Appoint the professional and support staff as may be necessary for the efficient functioning of the Secretariat, in accordance with the CTI-CFF Staff Regulations; and
8. Perform such other administrative functions as are entrusted to the Executive Director by the Parties.

Key Result Areas

Appointee is accountable for	Appointee is successful when
<p>1. Strategic Leadership and direction;</p> <p>a) Provide strategic leadership and direction for the Regional Secretariat</p> <p>b) Lead the Secretariat's Executive Management team in providing an integrated approach to strategic and organizational planning, programmes design, work programme and budget implementation, performance monitoring and evaluation, and building partnerships to ensure the ongoing success of the CTI-CFF.</p> <p>c) Lead the Executive Management meetings and discussions on all key decision making for the strategic direction and management of the Secretariat.</p> <p>d) Provide advice and guidance to the Senior Officials Meeting (SOM) on key strategic issues for the effective and efficient management of the Secretariat</p>	<ul style="list-style-type: none"> • Effective and efficient leadership and management of the Secretariat is clearly demonstrated through strategic planning and achievement of key results and outcomes. • The SOM is kept fully informed of the leadership and management of the Secretariat and all decisions are efficiently and effectively implemented • The SOM Chair is kept fully briefed on relevant management and other issues affecting the CTI-CFF and its Secretariat. • Secretariat has a strong and effective Executive Management team • Secretariat has a strong and active team of professionals and support staff • Secretariat is strongly supporting the CT6 in their implementation of NPOAs and contributions to the RPOA
<p>2. Strategic and Organizational Management & Planning;</p> <p>a) Provide leadership and management of CTI-CFF's Work Programmes, Staff and Assets;</p> <p>b) Prepare Annual reports on work of the Secretariat and implementation of the Action Plan, annual budget estimates, appoint staff and perform all administrative functions required by the Parties</p>	<ul style="list-style-type: none"> • Annual Reports, Strategic and Annual Work Plans and Budget successfully developed and accepted by CTI-CFF Meeting and Parties • Secretariat is leading innovation in organizational management.

<p>c) Keep up to date with knowledge of strategic management and organizational issues and identify implications and opportunities for the CTI-CFF.</p>	
<p>3. Implementation of the Regional Plan of Action</p> <p>a) Undertake Programme Planning to ensure that the Action Plan is successfully implemented</p> <p>b) Increase the delivery of relevant programmes and activities that benefit Member countries</p> <p>c) Prepare Annual Reports on Implementation of the RPOA</p>	<ul style="list-style-type: none"> • Regional Plan of Action is successfully being implemented via CT6 and Development Partners with support from the CTI -CFF TWG and Regional Secretariat • Strategic priorities successfully identified and achieved • Member countries are satisfied with level of services and support provided by Regional Secretariat and associated CTI-CFF TWG's.
<p>4. CTI-CFF Meetings & Advocacy</p> <p>a) Lead and ensure the CTI-CFF SOM and Council of Ministers Meetings and other key strategic meetings for CTI-CFF are effectively implemented and achieve successful results</p> <p>a) Advocate strongly for CTI-CFF related marine environment and sustainable development policy and concerns of the region</p> <p>b) Represent CTI-CFF at high level regional and international meetings</p>	<ul style="list-style-type: none"> • Successful CTI-CFF meetings • Key CTI-CFF meetings enhance membership engagement, increase profile and address CTI environmental issues and increase technical focus of CTI-CFF's work • CTI-CFF recognized and respected as premier organization for sustainable marine resource management in the region • Engagement at high level meetings regionally and globally is effective and advances CTI-CFF Goals and priorities
<p>5. Liaison, Networking and Regional Cooperation</p> <p>a) Develop and maintain effective relationships with Host Government and through networking and interaction, with CTI-CTF National Coordinating Committees, other regional organizations, donors and stakeholders</p> <p>b) Lead and oversee donor and country liaison including negotiation and acquisition of funding and Members support for</p>	<ul style="list-style-type: none"> • Effective working relationship with Host Government is maintained at all times • Constructive relationships with Members, donors and partners results in increased and/or continuous funding and support • Effective partnerships are established with relevant organizations • Funding is secured for Secretariat programme activities and operations • CTI-CFF activities in Member countries are effectively supported and communicated to members,

<p>the Secretariat's work</p> <p>c) Increase communication of CTI-CFF activities in Member countries to both members and partners</p>	<p>donors and partners</p>
---	----------------------------

Selection Criteria

Qualifications

Essential

1. Must be a national of a CTI-CFF member State (Indonesia, Malaysia, Papua New Guinea, the Philippines, Solomon Islands, Timor Leste)
2. High proficiency in both spoken and written English.
3. A graduate level degree or higher in relevant Management, Natural Resource Management, Development, Environment or related field.

Desirable

1. An advanced degree in a field related to the goals and objectives of the CTI-CFF and/or the leadership of an intergovernmental secretariat.

Knowledge / Experience

Essential

1. At least 15 years extensive strategic leadership and management experience at the senior executive and leadership level, preferably in a multicultural and multi-disciplinary marine resource management environment in the CT region.
2. Extensive high level experience and competency in negotiating and networking with regional and extra-regional/international governments and institutions and in negotiations with donors and development agencies with a very good understanding of donor policies and processes.
3. Commitment to and empathy with the sustainable social, economic and environment development aspirations of the CTI-CFF countries.
4. Ability to advocate for and promote the marine resource management concerns and the sustainable development of the marine resources of the region and proven experience of high level negotiation work with Governments, especially CTI-CFF member countries and partners
5. Excellent written and verbal communication ability in English
6. Extensive knowledge of the CTI-CFF region and good understanding of the marine resource management issues in the region and associated challenges facing member countries.

ATTACHMENT 4

Executive Director CTI-CFF Regional Secretariat Terms of Employment

Note: this is an outline that would be developed with assistance from an executive recruitment expert, and having regard to the CMWG work to develop and operations plan and budget

Duty Station: Manado , North Sulawesi Province, Indonesia.

Duration of appointment: Appointment is [for a period of four years with the possibility of renewal] / [until the end of 2015].

The appointment may be terminated by:

- (i) completion of term
- (ii) one month's notice by either party
- (iii) without notice by either party paying one month salary in lieu of notice

Salary: [to be determined]

Relocation Expenses: [to be determined based on the Staff Regulations]

Leave allowances: [to be determined based on the Staff Regulations]

Other allowances: [to be determined based on the Staff Regulations]

Taxation treatment: [to be determined by the Indonesian Government, based on the Secretariat Agreement Article 13 and the Host Country Agreement]

Privileges and Immunities: [to be determined by the Indonesian Government, based on the Secretariat Agreement Article 12 and the Host Country Agreement]

Health certificate: Consistent with Staff regulation 9, a health certificate will be required as a precondition of appointment.

ATTACHMENT 5
PERMANENT REGIONAL SECRETARIAT
OPERATIONS PLAN AND BUDGET

DRAFT

CONTEXT

2014 will be the first year of operations for the permanent Regional Secretariat, and will likely cover only half of the year – from June 2014. The primary focus during 2014 will be to build the permanent Regional Secretariat. A secondary, but also important focus, will be to support the ongoing implementation of the CTI-CFF regional agenda. This Operations Plan outlines the desired goals and deliverables of the permanent Regional Secretariat during 2014. The budget identifies the resources allocated to implement the plan.

This Plan and Budget, once agreed by the SOM and COM, shall constitute the official budget of the Secretariat, as contemplated by Article 10 of the Secretariat Agreement.

KEY GOALS FOR 2014

1. The development of the permanent Regional Secretariat as a functioning entity, including
 - Establishment of a functioning office based in Manado
 - Establishment of financial and human resource management systems
 - Drafting of an organisational development strategy
 - Development of a recruitment plan and the recruitment of key staff
 - Facilitating completion of the Secretariat Agreement ratification process, if required
 - Coordinating the collection of financial contributions for Secretariat operations from members, partners and other supporters.
 - Completing a handover from the interim Regional Secretariat.
2. Facilitation of the CTI-CFF regional agenda
 - Supporting the implementation of the CTI-CFF Regional Roadmap through the coordination of regional events and activities, and tracking and reporting on progress
3. Supporting the strengthened implementation of the CTI-CFF
 - Liaising with current and potential Partners and other supporters to mobilise donor resources for CTI-CFF implementation

KEY OPERATIONS AREAS AND DELIVERABLES FOR 2014

1. Establish Financial Management Systems for the Permanent Secretariat

Based on the Financial Regulations, and utilising guidance developed under the auspices of the CMWG, develop systems for receiving, spending, tracking and reporting funding.

- Establish a bank account for the Secretariat and associated banking facilities
- Establish a financial management system based on design work completed under the auspices of the CMWG
- Establish financial delegations instrument for Secretariat staff
- Identify finance staff support requirements and undertake recruitment as funding allows.

2. Establish Human Resource Management Systems for the Permanent Secretariat

Based on the Staff Regulations, and utilising guidance developed under the auspices of the CMWG, develop systems and protocols for the recruitment and management of Permanent Secretariat staff.

- Develop operating procedures for recruitment processes, including delegations for recruitment decisions and processes to be followed
- Establish a staff performance management system
- Develop staffing related policies and instructions, as contemplated by the Staff Regulations

3. Establish administrative and operational systems and policies for the Permanent Secretariat

Develop key administrative and operational systems and policies, prioritising those needed for initial operations of the permanent Secretariat or otherwise of high priority, including:

- Systems and protocols of record keeping and management
- CTI-CFF meeting protocols that give effect to the Rules of Procedure
- Systems for recording and reporting decisions of the CTI-CFF COM and SOM, and Secretariat.

4. Develop an organisational development strategy for the Permanent Secretariat

Develop a strategy for the ongoing development of the Permanent Secretariat beyond 2014 for presentation to SOM.

- Utilise this strategy in the development of a 2015 Operations Plan and Budget.

5. Establish a functioning office for the Permanent Secretariat in Manado

Work with the Indonesian Government to identify and address office accommodation and ICT needs of the permanent secretariat.

- Identify office space, furniture, equipment and ICT needs.
- Negotiate with the Indonesian Government and other providers to secure necessary assets and services.

6. Finalise a Host Country Agreement

Work with the Indonesian Government to finalise the terms of a Host Country Agreement.

- Represent the interests of the CT6 and Secretariat in negotiations over terms
- Keep the CT6 informed as to progress, as appropriate.

7. Develop a recruitment strategy and initiate recruitment processes

Based on this operations plan and the organisational development strategy, develop a strategy identifying what recruitment needs to be undertaken and the relative priorities.

- As CT6 financial contributions permit, undertake recruitment processes.
- As relevant, support the CT6 (through the SOM) with the recruitment of Deputy Executive Directors.
- Liaise with partners and other supporters to mobilise voluntary funding and in-kind support in relation to key staffing needs.

8. Develop a 2015 Operations Plan and Budget

Develop an operations plan and budget for 2015 for consideration and endorsement of the SOM.

- Liaise with the CT6, partners and other supporters to mobilise necessary financial and other support.

9. Coordinate and facilitate implementation of the CTI-CFF Regional Roadmap

Support the implementation of the CTI-CFF Regional Roadmap by:

- Coordinating the scheduling of CTI-CFF regional meetings and events
- Assisting with the organisation of CTI-CFF regional meetings and events
- Tracking progress against the Regional Roadmap and preparing status reports for SOM
- Produce an annual report for the CTI-CFF for 2014
- Developing capabilities to take on a regional monitoring and evaluation role, based on the work of the M&E Working group.
- Provide advice to SOM and COM on the Regional Roadmap beyond 2014.

10. Support strengthened implementation of the CTI-CFF

Work with existing partners and other actual and potential supports to mobilise and coordinate donor support for CTI-CFF implementation.

- Cultivate and facilitate the engagement of new donors, including the admission of new partners.
- Develop and implement donor tracking/coordination arrangements.

STAFFING AND BUDGET FOR 2014

[To be developed based on feedback from the CT6 and others on:

- key objectives and deliverables for the permanent Secretariat in 2014
- the amount of funding the CT6 are willing and able to provide for permanent Secretariat operations during 2014
- the financial and in-kind support that partners and other donors are prepared to provide for permanent Secretariat operations during 2014]