

SOUTH PACIFIC COMMISSION

TWENTY-SECOND REGIONAL TECHNICAL MEETING ON FISHERIES
(Noumea, New Caledonia, 6-10 August 1990)

**PROPOSAL FOR PACIFIC ISLAND FISHERIES MANPOWER DEVELOPMENT
STUDY**

(Paper presented by the Secretariat)

Introduction

1. Human resource development remains a crucial but often overlooked element in the management and long-term development of fisheries within the region. Well constructed and realistic manpower development plans promote the most effective use of the human resources available by 1) quantifying individual abilities, 2) defining what skills and knowledge levels are required for all existing and proposed staff positions, and 3) identifying courses of study which will best achieve such levels of skills and knowledge.

2. While several countries have such plans and are already using a variety of educational resources, many countries lack specific programmes observed to provide information on future personnel and training requirements and there does not presently exist a quantitative assessment of the manpower development needs on a regional basis. It is thus considered desirable to conduct a consultancy to assist individual countries to develop manpower development plans and to prepare a report which will quantify this on a regional basis. Such a report will also inform institutes and agencies of educational and training needs and make recommendations as to how those can best be achieved.

Proposal

3. To assist member countries to make more effective use of human resources associated with the management and development of fisheries in the region; it is proposed to conduct a detailed study which will assess, within the existing economic constraints of each country and their fisheries divisions, the future personnel needs of all island fisheries administrations, in terms of qualifications, skills, levels of competence and numbers of people. This information will be used to develop recommendations which will assist countries, agencies and educational institutions develop appropriate approaches and training to address these needs.

Outline of Proposed Approach

4. Dependent on the outcome of discussions and recommendations evolving from this RTMF, and funding being available, a consultancy team of three persons and one external adviser will be formed, as soon as possible, to implement the project described in this document, or an altered version which might emerge from this RTMF.

5. This team will consist of:

- a) A team leader who will be an external expert with a strong academic background and workplace experience in the quantification and organisation of staff development plans within government structures. A knowledge of government fisheries administrations, or of Pacific island government department administrations would be an advantage.
- b) The SPC Fisheries Education and Training Adviser (FETA), who, in addition to participating in the survey under the direction of the team leader, shall provide specialist knowledge on the existing education and training available to the region and how this is currently used by fisheries divisions.
- c) An official from a Pacific Island country, who shall either have a background in fisheries administration at a senior level or in fisheries education and training, again at a senior level. This person, in addition to participating in the survey under the direction of the team leader, shall provide a first-hand basis knowledge of Pacific Island fisheries administration, and possibly personal acquaintance with senior personnel of many of the departments visited.
- d) The Director of Marine Studies and the Institute of Marine Resources, of the University of the South Pacific, shall act as an associate member of the consultancy team. The recent incumbent to this position has assumed the responsibility of developing a five-year plan for the Institute which also necessitates a review of manpower resource requirements within the region. It is therefore desirable both from the point of view of the USP and for the effective completion of this project, that his work review be incorporated into the larger project. It is anticipated that the Director IMR will work with the consultancy team under the direction of the team leader, complementing the skills of the team through his specialist knowledge of tertiary education and fisheries research.

6. The specific tasks of this team will be to :

- Update the existing information collated by SPC on fisheries personnel in island fisheries administrations, regional organisations, and elsewhere.

- Through the review of existing documentation (five-year plan, existing staff development plans, etc.) and by in-country discussion with senior fisheries and government personnel, develop on an individual country basis; a perspective of future fisheries management and development programmes planned in the countries, intended staff numbers, and mixes of skills and levels of competence required for the effective conduct of such programmes.
- Review existing plans for staff development and, where appropriate, provide advice on updating such plans.
- Draw conclusions on future requirements for training, in both qualitative and quantitative terms at all levels (both academic and vocational).
- At all stages of the consultancy, liaise with regional and national educational establishments to inform them of the purpose of the study and seek their perspective.

7. The consultancy would involve approximately a two-week period in Suva for the organisation, the review of Fiji Fisheries, and liaison with Fiji-based institutions and organisations; followed by an eight to nine week mission which would include visits to all those island countries expressing an interest in the project.

8. The conclusions of this mission will be reviewed by a small group of technical officers from FFA, SPC, USP, FAO/UNDP, and shall include three senior fisheries officers selected during this year's RTMF.

9. This group shall:

- review and comment on the consultancy report;
- assess the extent to which existing training in the region will meet the expected future needs;
- provide suggestions for future approaches to training, which would better meet countries needs.

10. The results of this study will be reported to RTMF 23, and will also be tabled as one of the primary working documents for the Workshop on Extension and Training which will be held in conjunction with the 1991 FFC Technical Sub-Committee Meeting.

Implementation and Timing

11. The consultancy shall commence as soon as possible after the review of the RTMF with timing dependent on funding arrangements. On receiving notification of funding, SPC will immediately contact all countries to seek their cooperation and advise them of approximate times for the consultants visit. The Team Leader shall travel to Suva to commence the study. The first several days shall involve the Team leader in

consultations with FETA SPC, and the Director IMR, developing the mode of operation, assigning the relative responsibilities and confirming the itinerary. The Pacific Island representative shall join the team at this point and a further three to five working days shall be spent conducting the initial review of the Fiji Fisheries Division, meeting institutes situated in Fiji and commencing library searches. This may give some direction as to how future country visits may best be accomplished.

12. Country visits shall be undertaken over a period of eight weeks. It is anticipated that the team leader will visit all countries, and be accompanied on each visit by the Director IMR and one or two of the other team members. Selection will to some extent depend on individual knowledge and the association of team members with individual countries, and on airline schedules. The Director IMR may consult more widely during the consultancy (e.g. on matters regarding non-fisheries training).

13. A final meeting of consultants will take place in Suva to prepare the draft report. This will be presented to the specially convened review group detailed earlier.

14. At the completion of this review, the team leader shall finalise the report, to take due account of comments and suggestions of the review group which will be submitted to SPC for printing and distribution. The Director IMR may prepare a separate report for USP.

Action required

15. The meeting is invited to

- i) approve the proposed consultancy;*
 - ii) comment on the approach outlined for the conduct of this study;*
 - iii) nominate three representatives to the special review group to consider and critique the draft report.*
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