



## PARBICA panorama 2005 / 3

Newsletter of the Pacific Branch of the International Council on Archives

### *PARBICA 11*

As the conference shapes up,  
it is interesting to note that in  
October, 1981, twenty people  
met in Suva to establish the  
Pacific Regional Branch of the  
International Council on Archives,  
known as PARBICA.

In September, 2005, five of that  
original group will meet again,  
with forty-five additional colleagues,  
at Nadi, Fiji.

## PARBICA 11 Programme Takes Shape

*Evelyn Wareham, Director of Studies, PARBICA 11*

The programme for PARBICA's 11<sup>th</sup> biennial conference is shaping up to offer a rich and stimulating series of interrelated sessions that will offer food for thought and practical advice for every participant. The PARBICA Bureau is particularly delighted to have confirmed the participation a number of special guest speakers and newcomers to PARBICA from Fiji and further afield, including:

- **Dr Anne Thurston**, OBE, *Director, International Records Management Trust*
- **Hon. Marieta Rigamoto**, *Minister for Information, Communications and Media Relations of Fiji*
- **Mr Abel Caine and Mr Mali Voi**, *UNESCO Pacific States Office (Apia)*
- **Ms Mahfuzah Yusuf and Mr Azemi Aziz**, *National Archives of Malaysia*
- **Ms Helen Onopko**, *Recordkeeping Consultant, South Australia*
- **Mr Eroni Vatuloka**, *Auditor General of Fiji*
- **Mr Semiti Ravatu**, *Pacific Islands Forum*
- **Mr Ikbal Jannif**, *Founder of Transparency International Fiji Chapter*
- **Mrs Verenaisi Bavadra**, *Fiji Human Rights Commission*

There will also be many familiar faces. The PARBICA Bureau would like every member to participate actively at PARBICA 11, so that all have the opportunity to share their experiences and to develop recommended approaches to problems together. In this way, participants can draw on the knowledge of colleagues, both from institutions that are just starting out or are facing challenges, and also from better established recordkeeping programmes.

The programme is shaped around the theme "**Recordkeeping for Good Governance**". As professionals, archivists need to assume important responsibilities in public administration in the Pacific Islands, New Zealand and Australia, as leaders in the creation, management and disposal of records. This role is a crucial complement to their archival role as the custodians of history and memory. PARBICA 11 will bring together directors and staff members of archives institutions and records services across the Pacific and Australasia, to strengthen their knowledge of contemporary archival theory and practice, in order to ensure that their archival institutions are enablers of good governance.

The programme for the week will kick off with a keynote address on how archival institutions around the world need to reposition themselves to support recordkeeping for good governance, followed by an overview of current initiatives to improve governance across the Pacific region. We'll then focus in on some of the key areas where recordkeeping can support good governance – transparency and accountability, access to information, digital strategies and electronic government – and we'll hear about best practice for recordkeeping and the impact of the International Standard for Records Management (ISO 15489). After these presentations, participants will discuss their experiences of public sector reforms, roles and activities of archives authorities, and visions for archives and records management in their countries, states and territories.

Following this broad introduction to the theme, there will be a series of interactive workshops offering an opportunity for exchanging experiences and developing practical guidance and recommendations. Workshops will focus on:

- **Assessing the State of Recordkeeping** – Experiences from various countries, the role of audit authorities, tools for assessing records management capacity, how to use the results as a basis for policies and action plans.
- **Advocacy to Support Recordkeeping** – Strategies for getting leaders to listen, success stories, scenarios played out in dialogue, approaches and materials for raising awareness of the benefits of recordkeeping.
- **Training for Recordkeeping across Government** – How to promote records management and train staff at different levels across government.
- **Emergency Planning and Response for Records across Government** – the role that should be taken by archives in emergency planning and response for records across government, and the development of strategies and disaster plans.

Plenty of time has also been set aside for considering **Strategic Issues for PARBICA's Future**, including those raised in recent issues of *Panorama* and the proposed University of the South Pacific(USP) training programme. Starting on Monday afternoon, PARBICA member representatives will discuss current developments in their countries, states and territories, including both achievements and challenges. We will then look at the strategic issues that PARBICA should examine as the professional organisation for archives across the region. The PARBICA President will appoint members as 'rapporteurs', who will be responsible for gathering participants' views on what PARBICA should do in the areas of: training and education; communications; governance and secretariat; and others identified as of strategic importance. On Wednesday morning, USP representatives will join us to discuss the proposed training programme on records and archives.

Most importantly, on Friday morning we have reserved time to convert the ideas and recommendations that have developed during (and outside!) the week's sessions into concrete plans for action at individual, national, regional and international level. The PARBICA Bureau hopes that participants will come away from Nadi with an agreed strategic declaration and action plan to support recordkeeping for good governance, as well as with a clearer sense of PARBICA's future direction and how they can contribute.

The PARBICA Bureau is thankful for the generous assistance granted for PARBICA 11 by AusAID, NZAid, the Commonwealth Foundation, Archives New Zealand, UNESCO, the Australian Society of Archivists, the Fiji Government, Metal Edge Inc., Paradise Canyon Systems, NZ Micrographic Services Ltd., Lundia Shelving Ltd., and two anonymous donors.

**PARBICA 11**  
**Recordkeeping for Good Governance**  
**Programme**

<b>Day 1</b>	<b>Monday 19 September 2005</b> <b>Opening Ceremonies</b> <b>The Importance of Recordkeeping for Good Governance</b>
9.00	<b>Opening Ceremonies</b> <ul style="list-style-type: none"> <li>➤ <b>Ms Salesia N. Ikaniwai</b>, <i>Secretary General, PARBICA</i>, Welcome to distinguished guests and PARBICA 11 participants; Introduction of official representatives</li> <li>➤ <b>Hon. Marieta Rigamoto</b>, <i>Minister for Information, Communications and Media Relations</i>, Opening address and welcome on behalf of the Fijian Government and National Archives</li> <li>➤ <b>Mr Ross Gibbs</b>, <i>ICA/CITRA Representative for Asia and Oceania, National Archivist of Australia</i>: Response on behalf of the International Council on Archives (ICA) and CITRA</li> <li>➤ <b>Mr Jacob Hevelawa</b>, <i>PARBICA President, National Archivist of PNG</i>, Response on behalf of the PARBICA members</li> </ul> <b>Official Photographs</b>
10:15	<b>BREAK</b>
10:45	<b>The Importance of Recordkeeping for Good Governance</b> Chair: <b>Ms Dianne Macaskill</b> , <i>Chief Archivist of New Zealand</i> <ul style="list-style-type: none"> <li>➤ <b>Dr Anne Thurston</b>, <i>OBE, Director, International Records Management Trust</i>: Repositioning Archives to Support Recordkeeping for Good Governance</li> </ul>
11:15	<b>Panel Discussion: Promoting Good Governance Principles and Practice in the Pacific:</b> An overview of current programmes to improve governance in the Pacific region and how recordkeeping can support these initiatives. <b>Speakers:</b> <b>Mr Semiti Ravatu</b> , <i>Pacific Islands Forum</i> ; <b>Ms Dani Wickman</b> , <i>Corporate Governance, National Archives of Australia</i> ; <b>Mr Shashikant Nair</b> , <i>Governance Specialist, United Nations Development Programme</i> , and others...
12:30	<b>LUNCH</b>
13:30	<b>Leading Recordkeeping for Good Governance in the Pacific</b> <ul style="list-style-type: none"> <li>➤ <b>Ms Evelyn Wareham</b>, <i>Facilitator, PARBICA 11</i>: Overview of Workshops Programme and Summary of PARBICA Country and Territory Reports 2005</li> </ul>
14:00	<b>PARBICA Current developments and Strategic Issues (part 1)</b> <b>Round Table of PARBICA Participants:</b> Introductions and Current Developments: Each participant shares one achievement and one challenge since PARBICA 10 (2003) Chair: <b>Mr Jacob Hevelawa</b> , <i>PARBICA President</i>
15:00	<b>BREAK</b>
15:30	<b>Open Discussion: Moving Forward Together. PARBICA, The Decade Ahead</b> Chair: <b>Mr Jacob Hevelawa</b> , with <b>Mr Richard Overy</b> and others <ul style="list-style-type: none"> <li>➤ Strategic Issues for PARBICA's Future</li> <li>➤ Introduction of process for discussing strategic issues during PARBICA 11 and appointment of PARBICA members as rapporteurs to gather views on what PARBICA should do in the areas of: <ul style="list-style-type: none"> <li>○ Training and Education</li> <li>○ Communications</li> <li>○ Governance and Secretariat</li> </ul> </li> </ul>
19:30-21:30	<b>Informal Evening Session #1: Sponsors: Metal Edge Inc. and Paradise Canyon Systems</b>

<b>Day 2</b>	<b>Tuesday 20 September 2005</b> <b>Key Issues for Recordkeeping in Good Governance</b> <b>Assessing the State of Recordkeeping</b>
09:00	<b>Key Issues for Recordkeeping in Good Governance</b> <b>Chair: Mr Ross Gibbs, National Archivist of Australia</b> <ul style="list-style-type: none"> <li>➤ <b>Mr Ikbal Jannif</b>, <i>Founder of Transparency International Fiji Chapter</i>: Transparency and Accountability</li> <li>➤ <b>Mr Abel Caine</b>, <i>Communication &amp; Information Adviser for the Pacific, UNESCO (Apia)</i>: Digital Era Governance and Information Societies</li> <li>➤ <b>Ms Mahfuzah Yusuf</b>, <i>National Archives of Malaysia</i>: Electronic Records Management for Efficient Governance in Malaysia</li> <li>➤ <b>Mrs Verenaisi Bavadra</b>, <i>Fiji Human Rights Commission</i>: The Right of Access to information</li> </ul>
10:30	<b>BREAK</b>
11:00	<i>Key Issues for Recordkeeping in Good Governance (cont.)</i> <ul style="list-style-type: none"> <li>➤ <b>Mr Adrian Cunningham</b>, <i>National Archives of Australia</i>: Good Governance, E-Government and Best Practice Recordkeeping</li> <li>➤ <b>Ms Cassandra Findlay</b>, <i>State Records New South Wales</i>: Implementing the International Standard for Records Management (ISO15489)</li> </ul>
11:45	<b>Open Discussion on Good Governance and Recordkeeping in the Pacific:</b> Experiences of public sector reforms, roles and activities of archives authorities, visions for archives and records management. <b>Chair: Hon. Albert Tu'ivanuvou Vaea, PARBICA Vice-President, Chair Tonga Traditions Committee</b>
12:30	<b>LUNCH</b>
13:30	<b>Assessing the State of Recordkeeping: Interactive Workshop</b> <b>Dr Anne Thurston</b> , <i>International Records Management Trust</i> , and <b>Mr Michael Hoyle</b> , <i>Seattle-based Recordkeeping Consultant</i> will convene a workshop on evaluating recordkeeping capacity, where participants can share experiences from their respective countries and test available tools for assessing records management capacity, including the software applications recently launched by the International Records Management Trust. The group will discuss how to use the results as a basis for policies and action plans. <b>Mr Eroni Vatuloka</b> , <i>Auditor General of Fiji</i> : Assessing the State of Recordkeeping: Measuring Progress Towards Better Systems  <b>Case Studies:</b> Experiences with evaluating recordkeeping across government <b>Ms Dianne Macaskill</b> ( <i>New Zealand</i> ); <b>Ms Naomi Ngirakamerang</b> ( <i>Palau</i> ) and 1-2 other PARBICA members...
15:00	<b>BREAK</b>
15:30	<i>Assessing the State of Recordkeeping (cont.)</i>  Workshop continues...  <b>Closing Comment: Mr Eroni Vatuloka, Auditor General of Fiji</b>
19:30-21:30	Informal Evening Session #2 : Sponsors: NZ Micrographic Services Ltd and Lundia Shelving Ltd

<b>Day 3</b>	<b>Wednesday 21 September</b> <b>Advocacy to Support Recordkeeping</b> <b>Meeting on USP Programme Proposal</b>
09:00	<b>Advocacy to Support Recordkeeping: Strategies for Getting Leaders to Listen</b> <i>Ms Evelyn Wareham, Archives New Zealand and Ms Helen Onopko, South Australia</i> will convene an interactive workshop, which will be an opportunity for participants to improve their advocacy skills through scenarios played out in dialogue, and to discuss strategies and materials for raising awareness of the benefits of recordkeeping.  <b>Case studies:</b> Lessons learnt and recommendations from experiences with advocacy <b>Ms Justine Heazlewood (Australia, Victoria); Mr Opeti Alefaio (Fiji); M. Nicolas Dubuisson (New Caledonia)</b> and 1 other PARBICA member...
10:00	<b>BREAK</b>
10:30	<i>Advocacy to Support Recordkeeping (cont.)</i> <b>Methods for advocacy and awareness-raising</b> <ul style="list-style-type: none"> <li>➤ <b>Mr Ewan Maidment, Pacific Manuscripts Bureau.</b> Using Bilateral Partnerships to Support Pacific Archives</li> <li>➤ <b>Mr Ken Scadden, Heritage Consultant New Zealand</b></li> </ul> <b>Awareness raising materials:</b> Participants will work together in small groups to develop promotional materials based on examples from various countries.
11:30	<b>Meeting on Proposed University of the South Pacific Training Programme on Records and Archives with Mrs Joan Yee, Deputy University Librarian, USP</b>
12:30	<b>LUNCH</b>
13:30	<i>Free afternoon</i>  Optional Tour: Tavuni Hill Fort (built by a Tongan chief in the 18th century, fee F\$12 per head)
	<b>Free evening</b>

<b>Day 4</b>	<b>Thursday 22 September</b> <b>Training for Recordkeeping across Government</b> <b>Emergency Planning and Response</b>
09:00	<b>Training for Recordkeeping across Government</b> <b>Mr Jacob Hevelawa</b> , <i>National Archivist of PNG</i> , and <b>Mr Setareki Tale</b> , <i>Government Archivist of Fiji</i> will lead a workshop on how to promote records management and train staff at different levels across government. <b>Panel Discussion:</b> Records Management Training: 'Lessons learned' and recommendations from experiences of training overseas and in-country <b>Ms Ulrike Hertel Akuino</b> ( <i>Samoa</i> ) and 2 other PARBICA members...
10:30	<b>BREAK</b>
11:00	<i>Training for Recordkeeping across Government (cont.)</i> <b>Opportunities for Training</b> <ul style="list-style-type: none"> <li>• <b>Ms Trish McCormack</b>, <i>Archives New Zealand</i>: Courses and Support in New Zealand</li> <li>• <b>Ms Karin Brennan</b>, <i>Archives of the University of NSW</i>: Courses and Support in Australia</li> <li>• <b>Mr Azemi Aziz</b>, <i>National Archives of Malaysia</i>, Courses and Support in Malaysia</li> </ul> <b>Training materials: What to use?</b> On the basis of models and examples, small groups will look at the materials that can be used, or should be developed, to support records management training.
12:30	<b>LUNCH</b>
13:30	<b>Emergency Planning and Response for Records across Government</b> <b>Ms Jocelyn Cuming</b> and <b>Mr Tharron Bloomfield</b> , <i>National Preservation Office, New Zealand</i> and <b>Mr Taito Raione</b> , <i>Conservator, National Archives of Fiji</i> will chair a workshop on the role that should be taken by archives in emergency planning and response for records across government, and the development of strategies and disaster plans. <b>Mr Mali Voi</b> , <i>UNESCO Pacific States Office (Apia)</i> : UNESCO's Role in Cultural Heritage Disaster Preparedness <b>Case Studies:</b> Recent experiences with disaster preparedness, response and recovery. <b>Speakers:</b> <b>Ms Joan Ta'afa</b> ( <i>Niue</i> ); <b>Mr Luke Eta</b> ( <i>Solomon Islands</i> ); <b>Mr Kele Kelekolio</b> ( <i>Tokelau</i> ); <b>Ms Cheryl Stanborough</b> ( <i>Yap</i> ). <b>Mr John C. Wright</b> , <i>Why You Must Make an Emergency Plan</i>
15:30	<b>BREAK</b>
16:00	<b>Meteorological Office, Nadi Tropical Cyclone Centre:</b> Professional Visit, Presentation and Discussion
19:00-22:30	<b>CONFERENCE DINNER</b> (and Raffle!! Bring your orange tickets)

<b>Day 5</b>	<b>Friday 23 September</b> <b>Recordkeeping for Good Governance: Taking Action</b> <b>PARBICA Strategy Session and General Conference</b>
09:00	<b>Taking Action</b> In the closing workshop session, participants will review the week and develop strategies for action at individual, national and regional level. Chair: <b>Ms Evelyn Wareham</b> , <i>PARBICA 11 Facilitator</i> <ul style="list-style-type: none"> <li>• Evaluation of workshop: round table of participants, completion of evaluation form</li> <li>• Development of national strategies and new approaches</li> <li>• Formulation of resolutions for action</li> </ul>
10:30	<b>BREAK</b>
11:00	<b>PARBICA Informal strategy session</b> Reports on discussions over the week on: <ul style="list-style-type: none"> <li>• Training and Education (nominated rapporteur)</li> <li>• Communications (nominated rapporteur)</li> <li>• Governance and Secretariat (nominated rapporteur)</li> </ul> Chair: <b>Hon. Albert Tu'ivanuvou Vaea</b> , <i>PARBICA Vice-President, Chair Tonga Traditions Committee</i>
12:30	<b>LUNCH</b>
13:00	<b>PARBICA General Conference</b> Chair: <b>Mr Jacob Hevelawa</b> , <i>PARBICA President, National Archivist of Papua New Guinea</i> . Secretary: <b>Ms Salesia Ikaniwai</b> , <i>PARBICA Secretary General, National Archives of Fiji</i> <ul style="list-style-type: none"> <li>• Regular business, Reports, Election</li> <li>• PARBICA strategic vision and action plans</li> <li>• Formal approval of resolutions for action to support recordkeeping for good governance</li> </ul>
15:00	<b>BREAK</b>
15:30	<i>PARBICA General Conference continues</i>
16:30	<b>Closing Ceremonies</b>



# **Report on the Use of the *International Records Management Trust Training Modules* by Yap State Archives as a Education Tool**

**Cheryl Stanborough, Anna Itimai, and Regina Imith**

Yap State Archives is a small and under funded facility located in the Federated States of Micronesia. It is the repository of the State's records and also is responsible for implementing good record keeping practices within the State. The Archives is staffed by Cheryl Stanborough, an Australian professional Archivist on contract, and two trainees, Regina Imith and Anna Itimai. The role of the Archivist, amongst other things, is to provide sufficient training to ensure the successful ongoing operation of the facility by the trainees at contract end. This is not without its challenges, as Yap cannot provide the full range of processes or experiences needed to ensure well-rounded and experienced people.

There is no money for attendance at conferences. Much of the reference material available arrived in Cheryl's suitcase. *Archives and Manuscripts* arrives as a gift from the Australian Society of Archivists and the newsletter Panorama as part of our PARBICA membership.<sup>1</sup> There is little money for subscriptions to professional journals for use as reference material. Opportunities at tertiary training are few and far between...but... there is the internet!

While participating in the 2003 e-conference Electronic Government and Electronic Records: E-records Readiness and Capacity Building An Electronic Discussion (the only type of conference we people in Yap get to attend!), Laura Millar of the International Records Management Trust called Cheryl's attention to the modules available from the Trust which can be downloaded from <http://www.irmt.org/downloadlist/education.html>.

At first glance, Cheryl was somewhat skeptical of the language and complexity of the ideas within the modules. This was reinforced by the comments of another participant during the e-conference who had used the modules and had found the language difficult. The manuals, modules and resources (listed below) are available in either PDF or DOC format. With little to lose, it was decided to try the modules and to assess their effectiveness after working through several of them.

## **Modules:**

- 1. The Management of Public Sector Records: Principles and Context**
- 2. Organising and Controlling Current Records**
- 3. Analysing Business Systems**
4. Managing Archives
- 5. Preserving Records**
- 6. Emergency Planning for Records and Archives Services**

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<sup>1</sup> We must acknowledge the kind souls who donated copies of *Archives and Manuscripts* after Typhoon Sudal to replace the damaged ones as well as copies of *Keeping Archives* (2<sup>nd</sup> Ed)

7. Developing the Infrastructure for Records and Archives Services
8. Managing Resources for Records and Archives Services
9. Strategic Planning for Records and Archives Services
10. Building Records Appraisal Systems
- 11. Understanding Computer Systems: An Overview for Records and Archives Staff**
12. Automating Records Services
13. Managing Electronic Records
- 14. Managing Financial Records**
15. Managing Hospital Records
16. Managing Legal Records
17. Managing Personnel Records
18. Managing Records in Record Centres

## **Manuals**

1. Managing Current Records: A Procedures Manual
2. Restructuring Current Records Systems: A Procedures Manual
3. Managing Records Centres: A Procedures Manual
4. Managing Archives: A Procedures Manual
- 5. Planning for Emergencies: A Procedures Manual**

## **Models**

1. Model Records and Archives Law
2. Model Scheme of Service

## **Resources**

1. Introduction to The Management of Public Sector Records Study Programme
2. Glossary of Terms
3. Additional Resources for Records and Archives Management (Bibliography)
4. Educators' Resource Kit
5. Writing Case Studies: A Manual

## **Format**

Each module contains a description of the module as well as suggestions of time to be taken on each lesson. The module is broken into a series of lessons also containing activities. The answers to each activity are included at the end of the lesson as are a series of questions that are to be worked through and completed at the end of the lesson. By working through these questions the user is forced to summarise the contents of the lesson.

We find it helps to take notes from the module. We also find we are building up a good source of reference material which will be invaluable in the years to come.

## Assessment

Trainees Anna Itimai and Regina Imith commenced employment with Yap State Archives in March 2004, just two weeks before Super Typhoon Sudal hit. Our first hands-on experience was disaster management on a grand scale. Once life returned to normal...well...sort of...we worked through both the manual and module on Disaster Management. Fortunately a visiting Australian friend had brought a copy of the Macquarie English Dictionary to Yap just weeks before the typhoon, which is very well used...and now somewhat dog-eared.

In the two weeks before Sudal, we initially tackled *The Management of Public Sector Records: Principles and Context* finding it difficult to relate to the information we were trying to absorb. Anna and Regina both frankly admitted later that they were beginning to wonder what they had taken on. Privately, Cheryl had her doubts about where to start as well, but as Regina and Anna have gained in experience and were exposed to more ideas they find that they have learnt much from the modules.

We have found the most effective method for us has been reading a module that relates directly to a project that we are working on. Hence, *Planning for an Emergency: A Procedures Manual* and *Emergency Planning for Records and Archives Services* were very effective after we had already done much of the hands on stuff. Equally, *Financial Management* and *Business Systems Analysis*, while difficult, have been helpful, as we have recently done projects relating to both. Both Anna and Regina while sometimes struggling with the language are able to relate much of what they read to what we had just worked through. Theory alone is difficult and sometimes meaningless. Theory applied to practical work makes all the difference!

By studying the module and comparing its information to what we have done, we have been able to assess how we might have done the job better or been more effective. The modules and manuals used this way reinforce our experiences and open our minds to other possibilities. This applies to all of us, experienced and trainees alike.

Thus far we have worked through the modules and manuals highlighted. Anna and Regina occasionally find them difficult to use, particularly as English is not their first language. Presumably, people with English as their first language wrote the modules, which are in articulate English. In addition, Cheryl has used the *Managing Current Records: A Procedures Manual* as a template for such a manual here as well as *Managing Electronic Records* to try and explain the concept to the Yap State Information Technology and Electronic Records Keeping Committee. Frequently we find that the information in the modules is far too sophisticated for Yap. But it is good to be exposed to these ideas and information. Examples of difficulties are that they are generally written:

1. from a British Commonwealth administrative point of view with reference to Ministries and Ministers. Here, the members of Cabinet are paid public servants. There are no Ministries or Ministers.

2. about a much larger bureaucracy than Yap State where each Government department would have its own records center etc. This is not the case in Yap.
3. with the expectation that separate government departments exist for Treasury and Finance.

We overcome this by transposing the examples into Yap State equivalents and also by relating examples from Cheryl's experience as a long time public servant in New South Wales, Australia. We try to relate all examples back to a known entity rather than read about systems that are unknown and a bit of a mystery.

#### **Anna and Regina's Opinion of the modules.**

1. Without an experienced person to help work through the activities and questions, we feel it would have been difficult to use the modules.
2. By applying or relating a module to work done we have learned a lot. Often it has come as a surprise to us to realise how our understanding has grown on various topics
3. The first module, which we started immediately on commencing employment, was the hardest because at that stage we were completely at sea.
4. Each module seems to get easier, because of the repetition and reinforcement in each module and our growing familiarity with Archival work and appreciation of the importance of records management
5. A good dictionary is necessary.
6. Without a mentor that we are both comfortable with we would find it very difficult to come to grips with the manuals. It has helped that we know and are comfortable with Cheryl.
7. If we had to use an outside mentor via email, it would have to be someone we grew to know, were comfortable with, and who understood our culture(s). This could take a while.
8. An outside mentor would also need to be able to convert examples from the modules to our situation.

Our only gripe would be the time it takes to print the modules out on our geriatric printer as it has problems coping with more than one sheet of paper at a time.

#### **Conclusion**

We believe in our situation, that the modules provide an effective learning tool. We acknowledge that to work through them unaided would be difficult but not impossible. If others find themselves attempting this without a guide we strongly urge them to find a mentor – someone with the time and patience to answer numerous questions and someone with whom they are not uncomfortable admitting their lack of understanding.

*We thank both Laura Millar and the International Records Management Trust for such a wonderful resource and more importantly we thank the Trust for freely making such information available. We thank former Yap State Archivist Richard Overy for reading this paper and making comments that have improved it.*

## **Congratulations! Evelyn Wareham appointed Manager, Government Recordkeeping Programme, Archives New Zealand**

Archives NZ is pleased announce that Evelyn Wareham has been appointed to this position. Formerly known as 'Standards & Advice,' the Government Recordkeeping Programme is our primary vehicle for delivering advice and guidelines to government agencies and local authorities on good recordkeeping. It is instrumental in implementing the Public Records Act 2005 by ensuring that public offices have the information and tools they need to create and maintain authentic, reliable records of their activities.

Evelyn brings strong knowledge of recordkeeping best practice, an extensive international network within the archives profession, and experience in developing and providing recordkeeping guidelines and advice at Archives New Zealand.

From 2002 to 2004, she was responsible for coordination of the professional programme of the International Council on Archives, based in Paris, France. Before that Evelyn was a Senior Archives Analyst at Archives New Zealand, involved in developing recordkeeping policies and standards, and advising government agencies and other organizations. In this role, she coordinated the development of Archives New Zealand's Storage Standard (2000) and Access Standard (2001). Most recently, she has contributed to projects in the Policy and Planning area of Archives New Zealand, including development of the Statement of Intent 2005-2008.

Evelyn is also actively engaged in the recordkeeping professions, and is program chair for RMAA's 2007 conference in Wellington, director of studies for this year's PARBICA conference, sub-editor for the international notes section of the Australian journal *Archives and Manuscripts*, and has written several articles on archives and recordkeeping. She took up her new position on July 18, 2005.



*But*

we must remember that good laws, if they are to be obeyed, do not constitute good government. Hence there are two parts of good government, one is the actual obedience of citizens to the laws, the other part is the goodness of the laws which they obey...

*Politics*  
Aristotle (384-322 BCE)

## British Library, Endangered Archives Programme

- call for applications

The Endangered Archives Programme is funded by the Lisbet Rausing Charitable Fund, in pursuit of its general aim to support fundamental research into important issues in the humanities and social science. The focus of the Programme is on the preservation and copying of important but vulnerable archives throughout the world. The Programme is administered by the British Library and applications are considered in an annual competition by an international panel of historians and archivists [among whom is Anne Thurston of IRMT].

The Programme is now accepting applications for the next round of funding. Detailed information on the timetable, criteria, eligibility and procedures for applying for a grant is available on the Programme's website.

**The deadline for receipt of preliminary applications is November 11, 2005.**

The aim is to safeguard archival material relating to societies usually at an early stage of development, ie, its normal focus is on the period of a society's history before 'modernisation' or 'industrialisation' had generated institutional and record-keeping structures for the systematic preservation of historical records, very broadly defined. The relevant time period will therefore vary according to the society with which we deal. The Programme is completely open as to theme and regional interest, although applications concerned with non-western societies are particularly welcomed.

The Programme's objectives are achieved principally by making a number of grants to individual researchers to locate relevant collections, to arrange their transfer to a suitable local archival home where possible, and to deliver copies to the British Library and a local institution for the benefit of researchers worldwide. Pilot projects are particularly welcomed, to investigate the survival of archival collections on a particular subject, in a discrete region, or in a specific format, and the feasibility of their recovery.

For the purposes of the Programme, archives will be interpreted widely to embrace not only rare printed sources (books, serials, newspapers, ephemera, etc) and manuscripts in any language, but also visual materials (drawings, paintings, prints, posters, photographs, etc), audio or video recordings, digital data, and even other objects and artefacts – but normally only where they are found in association with a documentary archive. In all cases, the validity of archival materials for inclusion in the Programme will be assessed by their relevance as source materials for the pre-industrial stage of a society's history.

The Programme does not offer grants to support the normal running activities of an archive although the Programme may offer support for such items as costs directly related to the acceptance of relocated material.

The first award of grants for 20 projects totaling approximately £600,000 was made in May 2005. These awards may be seen on the website: [www.bl.uk/endangeredarchives](http://www.bl.uk/endangeredarchives). They include a Yap State Archives project, an audio tape conversion of the First Yap State Constitutional Convention, directed by Cheryl Stanborough, and a pilot project directed by Richard Overy, through the Australian National University, for the preservation of the Tuvalu National Archives. A major award also was given for the East Timor archives.

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# Tokelau

Tokelau consists of three atolls located about 483 km north of Samoa. **Atafu** is the northernmost atoll, 92 km north of **Nukunonu**, which in turn lies 64 km north of **Fakaofu**. Each atoll consists of a number of reef-bound islets, *motu*, encircling a lagoon. The islets vary in size from 90 m to 6 km in length and from a few metres to 200 metres in width. The largest atoll is Nukunonu at 4.7 sq km. Fakaofu and Atafu are 4 sq km and 3.5 sq km. From Atafu in the north to Fakaofu in the south, the group extends for just under 200 km. The atolls are three to five metres above sea level. The total land area is about 12 sq km.

Fakaofu has the largest population of 597, followed by Atafu with 543, and Nukunonu with 437. Tokelauans are citizens of New Zealand which gives them free right of access. In the 1960s and early 1970s the NZ Government operated the Tokelauan Resettlement Scheme to overcome crowding on the atolls. Many families migrated to New Zealand and later sponsored others who wanted to emigrate. The scheme was suspended in 1976 when the population stabilised. Currently, some 3000 Tokelauans live in New Zealand and other small communities can be found in Samoa, American Samoa, and Hawai'i. Samoa, Rarotonga, and Nanumanga (in the Tuvalu group) are all described in Tokelau traditions as "homelands," and it is likely that early settlers of the three atolls came from each of these places. Tokelauans have linguistic, family, and cultural links with Samoa and strong cultural links with Tuvalu.

The shortage of natural resources has been the major factor encouraging migration. Practically all land is held by customary title. The Tokelau Islands Amendment Act 1967 provides that Tokelauans may dispose of custom land among themselves but may not alienate land to non-indigenes. A reserve fund of \$60,000 is maintained for sea wall projects which protect existing facilities and land from storm damage.

the following is adapted from the excellent Tokelau website, [www.tokelau.org.nz](http://www.tokelau.org.nz), which readers are encouraged to explore / the six images online are in color; four are shown here in black&white

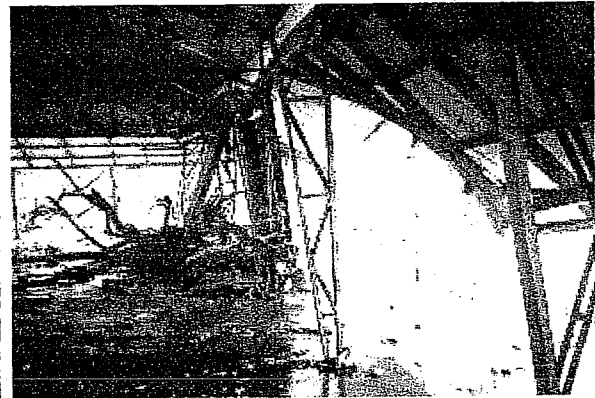
## Cyclone Percy

Cyclone Percy approached Tokelau mid afternoon Friday the 25<sup>th</sup> of February 2005. By nightfall high seas surges accompanied by a high tide caused waves to surge across the atolls and through the villages. {The highest point on the coral atolls is only 15 metres} These were accompanied by increasing winds and torrential rain. Nukunono and Fakaofu appear to have been particularly affected as the cyclone came closest to them and stalled off Nukunonu before passing between these 2 atolls. The waves flowed through the villages from both the ocean and lagoon sides. The waves, winds and rain continued throughout the night with the winds reaching their height at about 2am Saturday 26<sup>th</sup>. By day break the true extent of the damage was able to be assessed. By then the waves and wind had diminished in strength but persisted.

This report primarily focuses on the Nukunono experience as I was present. [the author is not actually named in the article, but is believed to be a visiting NZ official named "Tony"] I understand the situation in Nukunono is indicative of that in Fakaofu. The damage in Tokelau's third atoll – Atafu – is considerable also. The villages had received warning of the cyclone and were prepared as best as possible. Power was turned off early on.

Fortunately only minor injuries were sustained by the people of the villages. An initial assessment is that 80% of the village of Nukunono was under sea water at some stage. Approximately 80% of buildings sustained water or wind damage at least five homes – including the doctor's home – were severely damaged as was the village meeting house. The school was flooded and desks, books and school equipment lost.

Considerable debris including trees and coral boulders were strewn throughout the village and houses. The action of the sea had caused considerable scouring of ocean and lagoon side land. The approaches to the bridge on Nukunono village were washed away thus isolating part of the village (Motuhaga) including the hospital. Priority was given to restoring the bridge and the clearing of the primary road. Work immediately started on broken cables and power was restored by Saturday nightfall in Nukunono.



The Director of Economic Development & Environment visited the outlying islands and reported severe erosion on the western motu and sand and silt covering live coral in the lagoon. Some small islands have been washed away completely. Lost of rubbish (including cans and plastic from dump sites) was visible. Nukunonu was able to maintain communication with New Zealand and Samoa. Internal links between Fakaofu and Nukunonu were maintained but only satellite phone links were possible with Atafu. Regular updates were maintained through the Samoa Broadcasting Corporation. Regular communication was maintained with the New Zealand Government through the Administrator of Tokelau who was present on Nukunonu for a General Fono (parliament) meeting.

The immediate response from New Zealand, Australia and UNDP was to provide emergency funding for relief supplies. The focus was on meeting the immediate needs in areas such as food, medical supplies, disease prevention, waste disposal, shelter, ensuring power supply and providing emergency equipment such as generator (portable) and chainsaws. The transportation of these supplies were included.

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The Administrator of Tokelau is a (NZ) statutory position appointed by the Minister of Foreign Affairs and Trade to provide support to Tokelau. The Tokelau Unit is in Wellington. Tokelau maintains the Tokelau Apia Liaison Office, the main contact point most purposes. [Editor's note: in the early 1990s, the Apia Office included, along with a seldom-seen back room with a substantial quantity of unorganized records, a new upstairs library with a growing collection of books and publications. At that time, a series of instructional books for children, in FakaTokelau, and beautifully illustrated by Tokelau artists, was just being issued. They were the best such books I had ever seen.]

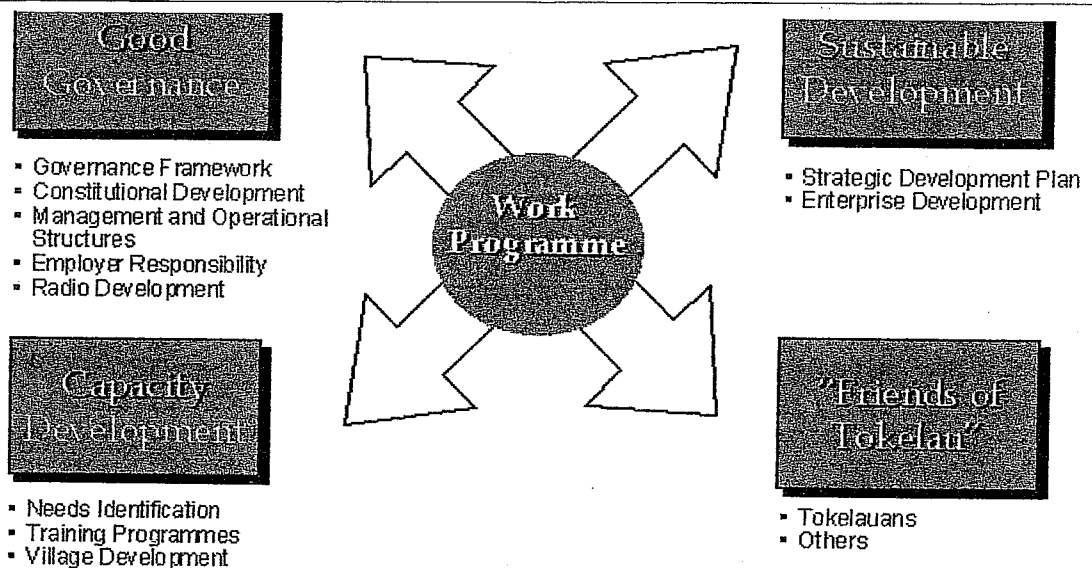
The General Fono is the parliament of Tokelau and meets 3-4 times a year for 3-4 days a session on the atoll where the Ulu-o-Tokelau (head of government) resides. The position of Ulu-o-Tokelau rotates each year among the three Faipule (village leaders).



When the General Fono is not in session Tokelau is governed by an executive council called the ***Council for the Ongoing Government of Tokelau*** composed of the 3 Faipule and 3 Pulenuku (village mayors). This new composition of the Council was established at the November 2003 General Fono.

The *Modern House of Tokelau Project* is a major Tokelauan initiative. It aims to provide a governance structure that fits Tokelau's cultural context. The Project is part of a movement toward an act of self-determination by Tokelau. It is in addition to, not a replacement for, ongoing governmental activities in areas such as transport, education, and health.

The process of planning and developing Tokelau's future has been both cautious and gradual. In recent years it has revolved around the concept of 'the Modern House.' The leadership of Tokelau has seen this as the framework within which future decisions as to Tokelau's development will be made. The *Modern House of Tokelau Project* is based on the general principle that the traditional Taupulega (Village Council) should be the foundation of any future governance structure. It also recognizes that it is appropriate to have some functions performed through National administration. The determination of this should reside at the local level, with the Taupulega.



The Returning of the Pule process has been characterized by:

- a blend of tradition and modern ways to meet contemporary needs
- Tokelau moving at its own pace (with the blessings of NZ and the UN)
- it's been a cautious, consistent and well considered approach
- led by the elected leaders but guided and blessed by traditional leaders
- always seeking to the greatest extent possible Tokelau unique solutions

This approach has led the United Nations selecting Tokelau and New Zealand as role models for Non Self-governing territories moving toward self-determination. Meanwhile, a draft constitution and a draft treaty will be considered by the Fono, and if approved, a time will be set for a vote on free association with New Zealand. Tokelau is expected to apply for observer status at the Pacific Islands Forum.

“...culture as a means for the advancement of good governance, sustainable development, poverty alleviation and economic growth has not really been recognized. Sure, we talk about it everywhere. It is referred to in every regional meeting. It has featured prominently in some of the region’s most important plans, goals, and visions – but exactly what are we talking about? There is no one simple answer.”

*Rhonda Griffiths* SPC Cultural Affairs Adviser  
“Counting the Cost of Culture” *Islands Business*, June 2005



## UNESCO workshop on transparency and good governance generates new initiatives in Marshall Islands    June 2005

A workshop with trainer Peter May and staff of the government radio station, V7AB. While the Republic of the Marshall Islands has several privately licensed radio stations based in the capital on Majuro, the strong broadcasting power of V7AB generates the only radio signal which reaches the other 23 major atolls and the smaller islands, making it the sole national source of news and information for much of the population.

Since its inception, V7AB has operated without any written or clearly defined news of information policy. The primary aim of the workshop was to establish a concise and easy to understand cornerstone for a written news and information policy for the station which, after cabinet approval, could be instituted for the benefit of all. Developing the draft policy involved wide-ranging discussions on transparency and how it links with good governance, including how the negative effects of control of information, corruption and cronyism at any level universally affects everyone in a society. Participants noted that the policy would have to cover traditional and cultural standards and how they might be protected from erosion by outside influences.

A second initiative concerned the crisis facing the nation’s youth in education, especially English language standards, including the skills of teachers. While many in the Marshall Islands speak English and it is the language of education, most spoken communication is in the Marshallese language. Participants felt it was an issue important to transparency and governance, since at present and in the future better education and better understanding of national issues hinges on education, an immediate problem slowing the progress of their democratic society.

[from the article contributed by Peter May, Pacific Islands News Association. See the Unesco website]

## Noticed

Preserving and passing on aspects of traditional Pacific cultures is always a difficult thing in this age of satellite television, air travel and the internet. But it's not only Pacific people who are interested in maintaining the heritage of the past. International organizations are showing an interest in helping. UNESCO has declared the Tongan tradition of sung speeches accompanied by movement and dance, *lakalaka*, to be part of the world's cultural heritage, and this status is helping keep it alive.

[Adrienne Kaeppler, Smithsonian Institution. Via [www.abc.net.au](http://www.abc.net.au)]



For some time, TheEditor has wanted to write an essay on "Where Have All the Leaders Gone?" It hasn't happened yet. No time. No answers, really. Most books on Leadership relate to business and how to become a better leader and improve profits. Now comes another book, one that holds promise for leaders and followers.

*Bad Leadership – What It Is, How It Happens, Why It Matters.* By Barbara Kellerman. Boston: Harvard Business School Press, 2004. 282 pages.

Kellerman is Research Director of the Center for Public Leadership and Lecturer in Public Policy at the Kennedy School of Government, Harvard University.

Toward the end of the book, after probing the "dark side" of business, politics, and religion (which provide plenty of examples), she offers some Comments and Corrections.

**Leaders: Self-Help** / Limit your tenure / Share power / Don't believe your own hype / Get real, and stay real / Compensate for your weaknesses / Stay balanced / Remember the mission / Stay healthy / Develop a personal support system / Be creative / Know and control your appetites / Be reflective

**Leaders: Working with Others** / Establish a culture of openness in which diversity and dissent are encouraged / Install an ombudsman / Bring in advisers who are both strong and independent / Avoid groupthink / Get reliable and complete information and then disseminate it / Invite an historian to the table / Establish a system of checks and balances / Strive for stakeholder symmetry

Followers: bad followers mirror bad leaders.

**Followers: Self-Help** / Empower yourself / Be loyal to the whole and not to any single individual / Be skeptical / Take a stand / Pay attention

**Followers: Working with Others** / Ensure that the punishment fits the crime / Find allies / Develop your own sources of information / Take collective action / Be a watchdog / Hold leaders to account

"The good news is that the balance of power between leaders and followers has shifted in recent years, however slightly. More followers are divesting leaders of some power, authority, and influence. This is all to the good. For as this book testifies, once they're entrenched, bad leaders seldom change or quit of their own volition. This means it's up to us [presumably as followers] to insist either on change – or on an early exit."

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