



Canada

International Centre for Ocean Development
Centre international d'exploitation des océans

EC91/3/D02

CONFIDENTIAL

BD91/D07

File: 105

**EXECUTIVE COMMITTEE MEETING
17 MAY 1991
OTTAWA, ONTARIO**

Draft Minutes

PRESENT: Executive Committee

Elisabeth Mann Borgese, Chairman
Roy Cheeseman
Ellen McLean
Gary Vernon, President

Garry Comber, Vice President
Chris Barr, Director, Finance and Administration
Jeanne-Mance Côté, Administration Officer

GUEST: Nicole Senécal

ABSENT: John Vandermeulen

1. i. CALL TO ORDER

The Chairman called the meeting to order and welcomed Members of the Executive Committee. She noted that a quorum was present.

1. ii. ADOPTION OF THE AGENDA

It was moved by Roy Cheeseman, seconded by Gary Vernon,

EC91/2/R1 THAT THE AGENDA BE ADOPTED AS PRESENTED.

Motion passed unanimously.

1. iii. APPOINTMENT OF EXECUTIVE COMMITTEE MEMBER

Noting that this matter had been discussed with the Minister,
it was moved by Roy Cheeseman, seconded by Gary Vernon,

EC91/2/R2 **THAT PURSUANT TO BY-LAW VI (3) AND BY REASON OF THE EXPIRY OF THE TERM AS DIRECTOR OF ROBERT MAGUIRE, DIRECTOR ELLEN MCLEAN BE, AND IS HEREBY APPOINTED AS, A MEMBER OF THE EXECUTIVE COMMITTEE, TO HOLD SUCH OFFICE FROM THE DATE OF THIS RESOLUTION UNTIL THE NEXT ANNUAL MEETING OF THE BOARD OF DIRECTORS.**

Motion passed unanimously.

2. REVIEW OF EXECUTIVE COMMITTEE MINUTES OF 18 JANUARY 1991

It was moved by Roy Cheeseman, seconded by Gary Vernon,

EC91/1/R3 **THAT THE MINUTES OF THE 18 JANUARY 1991 EXECUTIVE COMMITTEE MEETING BE ADOPTED AS PRESENTED.**

Motion passed unanimously.

3. BUSINESS ARISING

3. i. ICOD FORUM

Invitations have been sent to Oscar Arias, former Prime Minister of Costa Rica, to be the guest speaker and to the Hon Monique Landry to be the luncheon speaker. Satya Nandan, Under Secretary General and Special Representative of the Secretary General for the Law of the Sea, has been invited to take part in the panel discussion. Alicia Barcena, Principal Officer Oceans, Enclosed and Semi-enclosed Seas, Coastal Areas and Living Resources, UNCED Secretariat, has indicated an interest in the Forum and suggested the inclusion of Agenda 21 items (21st Century issues) which will be discussed at the 1992 Brazil Conference.

It is expected that the ICOD Forum budget will be exceeded. A Cost Increase document will be presented to the Board in June for their approval. In addition, letters have been sent to CIDA and others to ask that they fund participants from developing countries outside of ICOD's target areas.

Roy Cheeseman indicated that the event would be an excellent opportunity to raise ICOD's profile through a public relations campaign and the use of the media during the Forum. He also asked that in the Briefing Note the words 'experts' and 'consultants' be replaced. It was noted that local Members of Parliament will be invited.

3. ii. SELECTION OF CANDIDATES FOR PRESIDENT

In answer to the Chairman's letter to Madame Landry, the Minister's Office has indicated that ICOD's search committee could reconvene to assist in assessing new candidates. The President, who was given a list of candidates by the Minister's Executive Assistant, Paul-Émile Cloutier, felt that only two names could be considered for the position. The President has been invited by Mr. Cloutier to submit his own list of candidates and the former indicated to the Executive Committee that he would first turn over any potential names of candidates to the Board's search committee for their review.

The Chairman asked that biographical information on each candidate be supplied to the search committee.

3. iii. BOARD MEMBERSHIP

The terms of five Board Members expire this year and as yet there has been no change in the status of Danielle de St. Jorre whose term expired in August of 1990. The Minister's Office have indicated that no replacements will take place before the end of June. A recommendation was made to the Minister that, of the four Canadian Directors whose term is up for renewal this year, two be reappointed to allow for continuity and two be replaced to allow for a measured turnover.

At the suggestion of Roy Cheeseman, an invitation will be extended to Robert Maguire and Mary Jo Duncan to attend part of the events surrounding the June Board meeting in St. John's, Newfoundland if they are in the area. This would give Board Members and ICOD staff an opportunity to express their thanks and bid their farewells to those two former Board Members.

Memberships on the Executive Committee and Audit and Evaluation Committee are coming up for renewal at the June meeting. A letter from the Chairman will be sent to all Board Members to remind them that, if they undertake to serve on those Committees, they should be prepared to dedicate the time required to serve the Committees' needs.

3. iv. FOLLOW-UP TO SPECIAL EXAMINATION REPORT

A document will be submitted at the June 3rd Audit and Evaluation Committee Meeting outlining actions taken by ICOD Management regarding comments and recommendations made by the Auditor General's staff. Although Management is confident that staff from the Auditor General's office will be satisfied that ICOD has dealt with recommendations, the Vice-President indicated that unfortunate slippage had occurred in the finalization and promulgation of one

key document, the Project/Program Management Manual.

An update on the situation with the Organisation of Eastern Caribbean States was given. ICOD has frozen all project funding except legally binding obligations. In March 1991, a sum of \$45,000 was supplied by ICOD to allow for a review of their accounting system. Member States have renewed their financial pledge to the Fisheries Unit and the OECS is returning the funds taken from the ICOD account.

3. v. POSSIBLE UPDATE OF BY-LAWS

ICOD is into its sixth year of existence and Members agreed that this was an appropriate time to deal with issues which have arisen and to make recommendations for changes to the By-laws. At the June Board Meeting, Members will be asked for any suggestions for amendments, additions or deletions. An updated set of By-laws would then be presented to the Executive Committee in September for discussion and to the November Board Meeting for final approval.

3. vi. ICOD ACCOMMODATION

A document detailing the evolution of floor space from June 1990 to March 1996 was tabled. Although the President was given full authority to deal with administrative issues, one Member felt that the Executive Committee should be consulted before any major decisions are made on renewal of leases.

4. PRESIDENT'S REPORT

OVERVIEW - Members had met with the Minister the previous day and she was very positive about the future of ICOD. She stated that ICOD had been protected from heavy budget cuts this year, and that the only requirement would be for ICOD to take over CIDA-funded scholarships to the World Maritime University (which ICOD presently administers for CIDA). She observed that, to ensure continued support, ICOD must strive to enhance its image both with Members of Parliament and the general public. As a cautionary note, she pointed out that the oceans sector is not seen as a high priority within the development assistance program in general.

The President noted that the Government is implementing a 10% reduction of its senior public servants and that in addition External Affairs had already laid off 350 employees.

POLICY - Consultants were hired to prepare reports on ICOD's seven program themes and three have now been completed: Fisheries, Ocean Transportation and Ports, and Environment. Executive summaries and recommendations for the first three will be presented at the June

Board Meeting.

Internal policy dialogues between Management and staff will be held prior to the June Board Meeting and a verbal report will be given to Board Members.

TRAINING POLICY - A follow-up on ICOD alumni is planned within the next six months.

Whereas in the past ICOD's concentration has essentially been focused on governments and regional organizations, a new approach is now being tested which would involve both the private and public sectors.

The President attended a South Pacific Donors' Meeting where major donor agencies were critical of the level of development in the region when compared to the Caribbean or Indian Ocean. A series of meetings in the Caribbean organized by ICOD with public and private sector representatives revealed what are perceived to be the major impediments to development: first were government regulations and programs, second were financial institutions, and third was the lack of technical assistance (See item 6.i. below.)

REGIONAL DEVELOPMENTS -

South Pacific - A replacement for Philipp Muller has been named. The new Director of the Forum Fisheries Agency will be the former Prime Minister of the Solomon Islands. Phillip Saunders, ICOD's first field representative in Suva is coming back to Halifax shortly and a search is on for a suitable replacement. The joint CIDA-ICOD 'Canada South Pacific Ocean Development' (CSPOD) program has been extended for one year and ICOD is suggesting to CIDA a long term extension. A mid-project evaluation by CIDA will be held shortly.

Now that ICOD is opening other field offices, Roy Cheeseman suggested that as a condition of employment, it should be clearly stated to program staff that they might have to relocate to one of those offices.

The President attended a meeting of the Asian Development Bank in Vancouver. The purpose was to try and attract outside funding from the ADB and Japanese sources where ICOD would manage projects on their behalf.

A team of high level FFA consultants, after studying the agency's financial situation, has recommended an increase in member contribution to bring the ratio of member versus donor dollars to 1 to 2.

Caribbean Basin - The signing of the CARICOM Fisheries Resources Assessment and Management Program (CFRAMP) took place in Belize on

24 January. The joint CIDA-ICOD program represents \$19M over a period of eight years. Preliminary staffing has been completed and a Program Director, a Program Administrator and a Senior Resource Assessment Unit Leader have been recruited. Opening of the Belize office is expected in June.

An evaluation of the CERMES program at the University of the West Indies indicated that there were problems during Phase I of the program. Action is being taken by UWI to deal with the issue of the management of CERMES itself, but there may be legal implications. The program is key to ICOD's environmental and resource management's efforts in the Caribbean and it is important that a satisfactory solution be arrived at so as not to disrupt other aspects of ICOD's programs, not to mention the needs of the Caribbean.

OECS Small Projects Fund - After meeting in Montserrat in January, island countries of the Caribbean have agreed to request an extension of the Memorandum of Agreement to the end of 1993 in order to utilize funds which have not been expended due to unforeseen delays.

West Africa - Recruitment is ongoing for the staffing of the Dakar office and an opening date is scheduled for 1 September. Gastien Godin has been asked to represent ICOD at the opening of a workshop on fisheries management in Morocco in May.

Interregional and Cooperative Activities - It was expected that Dalhousie University and UQAR in Rimouski would take over the Marine Affairs courses through upgrading of the diploma to a Masters degree and securing their own core funding for the program. The Université du Québec à Rimouski is preparing to start in the Fall of 1992 whereas Dalhousie University is experiencing problems with funding. Once the Marine Affairs project funds run out ICOD will only provide scholarships for international students from our areas of concentration. The English program could be replaced by other activities of two regional universities, the University of the South Pacific and the University of the West Indies, if necessary.

ADMINISTRATION - Approximately 3,000 replies have been received following newspaper advertisements placed nationally for sectoral consultants.

A review of all ICOD positions and their classification has been completed. The new job descriptions and the level of each position will help determine remuneration, and build appropriate internal career path systems.

Staffing - 58 positions have now been staffed at ICOD. Recruitment is ongoing to replace the Director of the South Pacific and Caribbean Basin Division as he is returning to the Department of

Fisheries and Oceans.

The President announced his intention to appoint Dr. Carol Amaratunga as Director of the Interregional and Cooperative Activities Division. She had been Acting Chief of IRCAD for 18 months. The Executive Committee indicated their concurrence with this appointment.

INFORMATION - Copies of the new World Fisheries Map, the Corporate Profile, the Annual Report, and the Research Vessel Guide will be distributed in St. John's.

MISCELLANEOUS - Members discussed the possibility of naming ICOD's Legal Counsel as Secretary to ICOD and the Board of Directors and it was decided that the Executive Committee would recommend his appointment at the June Board Meeting.

5. FINANCIAL MATTERS

5. i. CONSOLIDATED BALANCE SHEET

The Treasurer indicated that the 1990 Audit had not yet been completed and that staff from the Auditor General's Office were still at ICOD. Therefore, all financial information submitted at this meeting were preliminary figures and were subject to audit revisions by the Auditors.

Budget figures from the Statement of Operations indicated that the attempt to achieve greater parity between ICOD target regions was on target with a 54% increase in the budget of the West Africa and Indian Ocean Division.

Under 'Breakdown of Administrative Services', the Treasurer explained that the variance in the Finance and Administration Division budget was in part due to the shift of the administration function from Human Resources to Finance Division. Acquisition of Local Area Network software and hardware for ICOD staff also accounted for part of the increase.

A copy of the final audited statements will be submitted to the Audit and Evaluation Committee at its June meeting.

6. POLICY DISCUSSIONS

6. i. BUSINESS COOPERATION

ICOD, recognizing that participation of the private sector is essential to sustainable development and management of national ocean resources, launched its Enterprise 2001 Project. Workshops were held in Grenada, Dominica and St. Lucia to try and identify

programs which will encourage the development of the private sector in ocean-related industries.

Participants identified three major problem areas: governments are hindering rather than fostering private sector participation in development; lending institutions are reluctant to lend money to businesses which are not well established; and, a lack of business management and technical training as well as technology transfer. A detailed Enterprise Development Program is presently being formulated and a proposal will be presented to the Board at its June meeting.

The Chairman noted that there were currently two apparently contradictory themes in development assistance: the first dealt with the role of the private sector and encouraged privatization and deregulation; the second dealt with sustainable development and the elimination of poverty which seems to call for a greater role to regulate the private sector.

6. ii. IMPACT OF GOVERNMENT RESTRAINT PROGRAM ON ICOD

ICOD was asked by the Canadian Government to lapse \$40,000 to help finance increases to the deficit largely due to Canada's involvement in the Gulf War. Management reviewed its financial situation and determined that \$100,000 could be made available due to delays in staffing actions and concomitant relocation costs, not to mention potential slippages in the key OECS program.

Instructions were received from Treasury Board requesting that Crown Corporations respect a 3% wage guideline being implemented by Government departments and agencies. Since all planning for 1991-92 has already taken place, Management intends to implement the guideline in 1992-93. A letter explaining ICOD's position will be submitted to Treasury Board.

Also, the Vice-President mentioned that ICOD has not yet obtained a final ruling from Government on ICOD's classification vis-à-vis GST. In the meantime, ICOD has adopted an interim procedure.

6. iii. TRAINING PROPOSALS

a) The President has held some discussions on a potential new training program for ICOD but it was premature to make suggestions at this time.

b) A brief discussion was held on our program of scholarships to the International Maritime Law Institute in Malta. This organization has funding problems and discussions are currently underway about its future.

7. **DATE OF MEETINGS**

7. i. **EXECUTIVE COMMITTEE**

The next meeting of the Executive Committee will take place on 27 September in Halifax, subject to confirmation by the new Members of the Executive Committee following the Annual Meeting in June.

The meeting was adjourned.



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**EXECUTIVE COMMITTEE MEETING
25 JULY 1991
HALIFAX, NOVA SCOTIA**

Draft Minutes

PRESENT: Elisabeth Mann Borgese, Chairman
John Vandermeulen, Vice-Chairman
Pierre Béland
Roy Cheeseman
Gary Vernon, President

Garry Comber, Vice President
David Copp, Secretary
Jeanne-Mance Côté, Administration Officer

GUESTS: Professor Art Hanson, Dalhousie University
Carol Amaratunga, Director IRCAD
John Carter, Program Officer, SPCB

This being a special meeting of the Executive Committee, the normal process of reviewing the previous Minutes and Business Arising from the Minutes was put aside to deal directly with the purpose of the meeting. A quorum was present.

1. ICOD FORUM

EC91/2/D01

Background: This meeting was convened at the request of the Board to decide whether or not to proceed with the Ocean Forum in November 1991. Essential criteria in holding the event included: selecting a major topic which would attract high level attention; securing maximum publicity for ICOD and the oceans sector; maximizing the participation of Board Members, Third World countries and invited panelists; and impacting on a critical issue. It was suggested that the Forum be linked with the UNCED meeting to be held in Brazil in 1992.

A \$35,000 cost increase was submitted and approved by the Board in June, pending a final decision to be taken by the Executive Committee on behalf of the Board, on whether or not to proceed with the Forum. It was reported at the Board Meeting that general attendance, and the level of speakers who had expressed interest, were lower than expected as dates chosen for the event conflicted with a number of other conferences.

Deliberations: Dr. Art Hanson and Carol Amaratunga were asked to provide Executive Committee Members with the latest update on the Forum to give them a better perspective and facilitate a decision. A paper was tabled addressing the issues raised by the Board.

Carol Amaratunga, Forum Secretariat Coordinator, stated that 30 speakers out of a total 45 have been confirmed with the remaining 15 to be confirmed within the next two weeks. Among participants are Alicia Barcena of the UNCED Secretariat, Keith Bezanson, President of the International Development Research Centre and representatives from CIDA, UNDP and the World Bank. 25 countries have so far expressed interest in the Forum. ICOD, through the Canadian Ambassador to Costa Rica, Gar Parady, has again asked the former President of Costa Rica, Oscar Arias, to deliver the keynote address, and final word is expected from his office.

Dr. Hanson felt confident that ICOD's areas of concentration would be well represented at the Forum and that developing countries would have a strong voice. The Forum would bring a different development perspective and allow interaction between people from different regions.

The projected benefits will extend to participants from ICOD target countries, scholars, policy planners, participants to the UNCED Earth Summit and ICOD staff. The Forum would help to place ICOD and other Canadian development agencies in a better leadership role. Dr. Hanson told Members that he is firmly committed to make the event a success and that original objectives are likely to be met. He recommended proceeding with the Forum.

It was noted that the Forum will add to ICOD's profile internationally and nationally, and that it is a concrete project to address ICOD's mandate vis-à-vis the promotion of ocean development as it relates to international policy. It was also noted that the Forum provides ICOD with an opportunity to participate in the UNCED process and to help redefine the process of ocean development for the next decade.

Roy Cheeseman indicated that the current level of private sector participation was not satisfactory and that efforts should be made to broaden participation from industry and business. Dr. Hanson concurred with this recommendation and agreed to pursue this area further.

In discussing options for Day One, the Board noted that in the event ICOD does not secure a keynote speaker, that Day One could be redesigned to accommodate a revised format. The Board also requested the names of back-up or contingency keynote speakers.

The format of the Forum differs from the first ICOD Forum in that there will be greater audience participation. Canadian and international panelists as well as non-governmental and industry representatives will provide different and potentially controversial viewpoints on chosen topics.

In order to maximize the results of the Forum and their impact, the Secretariat is looking into a series of articles in the national and international press. The ensuing publicity will also enhance ICOD's leadership in the field of ocean development.

Dr. Hanson was asked provide an written generalized report covering the main points discussed at this meeting, including his final observations and recommendations respecting the speakers and the program. This report would also provide assurances to the Board that their concerns would be addressed.

It is expected that the \$215,000 budget will not be exceeded. CIDA and IDRC have both been approached to fund travel costs for a number of participants from developing countries. Elisabeth Mann Borgese suggested contacting UNCED and UNEP for additional funding.

It was moved by John Vandermeulen, seconded by Pierre Béland,

EC91/2/R1 THAT APPROVAL BE GIVEN TO PROCEED WITH THE FORUM AS SCHEDULED.

Motion passed with the qualified support of Roy Cheeseman subject to receiving the report from Dr. Art Hanson noting that the above-discussed concerns will be addressed.

Following receipt of Dr. Hanson's report, the Chairman will write Board Members to report on the decision taken by the Committee.

2. COASTAL MARICULTURE - JAMAICA EC91/2/D02
(#900396) - COST INCREASE

John Vandermeulen expressed concern that the subject matter of the project covered a number of different topics and questioned the logical connection between the activities.

John Carter responded that the project represents a culmination of different initiatives over the last ten years and, although there are different components to the project, there are working linkages between the institutions involved.

John Vandermeulen felt that \$50,000 was excessive for the socio-economic analysis of an operation run by so few people. John Carter explained that the analysis would help to establish the Oyster Farmers' Association in an effort to improve the marketing of the oysters. It was deemed critical to maintain frequent contact with the farmers over a period of one year to get a solid understanding of their mode of production. As they operate on opposite sides of the island, transportation costs represent a good portion of the socio-economic analysis budget.

As problems exist with the transportation of the oysters to market, Pierre Béland asked that the marketing component be emphasized under the socio-economic analysis.

Noting the above comments, it was moved by Roy Cheeseman, seconded by John Vandermeulen,

**EC91/2/R2 THAT FINAL APPROVAL BE GIVEN TO PROJECT #900396 --
COASTAL MARICULTURE - JAMAICA -- TO A MAXIMUM ICOD
CONTRIBUTION OF \$CAN 289,675.**

Motion passed unanimously.

The meeting adjourned at 11:45.



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BD91/2/D04

File: 105

**EXECUTIVE COMMITTEE MEETING
26 SEPTEMBER 1991
HALIFAX, NOVA SCOTIA**

Draft Minutes

PRESENT: Elisabeth Mann Borgese, Chairman
John Vandermeulen, Vice Chairman
Roy Cheeseman
Gary Vernon, President

Garry Comber, Vice President
Chris Barr, Treasurer
David Copp, Secretary
Jeanne-Mance Côté, Administration Officer

ABSENT: Pierre Béland

1. i. CALL TO ORDER

The Chairman called the meeting to order and noted that a quorum was present.

1. ii. ADOPTION OF THE AGENDA

It was moved by Roy Cheeseman, seconded by John Vandermeulen,

EC91/3/R1 THAT THE AGENDA BE ADOPTED AS PRESENTED.

Motion passed unanimously.

2. REVIEW OF EXECUTIVE COMMITTEE MINUTES OF 16 AND 17 MAY 1991
AND 25 JULY 1991

Members noted that the Minutes did not, in all cases, reflect the Auditor General's recommendation to use Board Members' names. After discussion, it was agreed to continue with the present

practice of naming individuals only when considered appropriate and to advise the Audit and Evaluation Committee of this decision in case the matter is raised again by the Auditors.

It was moved by Roy Cheeseman, seconded by John Vandermeulen,

**EC91/3/R3 THAT THE MINUTES OF THE 16 AND 17 MAY 1991 AND THE
MINUTES OF THE 26 JULY 1991 EXECUTIVE COMMITTEE
MEETINGS BE ADOPTED AS PRESENTED.**

Motion passed unanimously.

3. BUSINESS ARISING

3. i. SELECTION OF CANDIDATES FOR PRESIDENT

The six-month extension to the President's term granted by the Order in Council would expire on 18 October and no one had yet been selected to take his place. The Minister's Office had taken note of the two candidates whose names had been submitted by the Board of Directors' Selection Committee. These two candidates had since accepted other positions. The President expected an announcement would be made at the next Cabinet meeting on Thursday, 3 October.

3. ii. GAP IN PRESIDENCY

The Executive Committee considered the possibility that the Office of the President might remain vacant for a period following the expiration of the term of Gary Vernon. It was indicated that the President would be given a short contract to allow for an overlap and briefings. This arrangement has been checked with the Privy Council Office and the Treasury Board Secretariat and does not create problems of Post-Employment, Conflict of Interest or propriety.

The following resolution was put forward for the purpose of preserving delegations of authority made by the President and to facilitate the exercise of full executive authority in the Centre, upon the expiration of the term of the President. The President indicated his intention to make a full delegation of his delegable authorities to the Vice President immediately prior to the end of his term of office as President.

It was moved by John Vandermeulen, seconded by Gary Vernon,

EC91/3/R1

THAT, DURING AN ABSENCE OR INCAPACITY OF THE PRESIDENT OR A VACANCY OF THE OFFICE OF PRESIDENT, DELEGATIONS OF AUTHORITY MADE BY THE PRESIDENT SHALL REMAIN IN FULL FORCE AND EFFECT UNTIL AMENDED OR REVOKED BY THE BOARD OR BY AN ACTING PRESIDENT OR A PRESIDENT APPOINTED AS A SUCCESSOR PURSUANT TO THE ICOD ACT.

Motion passed unanimously with the caveats that the Minister of External Relations be so advised and that all Board Members also be advised immediately.

3. iii. BOARD MEMBERSHIP

The President learned from the Minister's office that Mr. Frank Njenga's candidacy will be put forward as a replacement for Mme Danielle de St. Jorre. There is still no word on replacements or reappointments of the other four Members whose terms expired this year.

3. iv. UPDATE ON ICOD FORUM

A document addressing the concerns expressed by Members at their July meeting had been prepared by Dr. Art Hanson and was presented by Carol Amaratunga. Private sector participation has been increased to 25%; the two keynote morning speakers are fully committed; assurances have been given in having the Forum serve as a conduit of information to UNCED; preliminary interest in the Forum has proven satisfactory; and the Forum is within the allotted budget.

Roy Cheeseman asked for a definition of the different types of audience expected. He then said that he felt uncomfortable with the proposed content of the Forum which did not seem to include topics which would generate controversy and public interest. Other Members felt positive about the usefulness and probability of success of the Forum.

4. ADMINISTRATIVE MATTERS

- 4. i. STAFFING ISSUES
- 4. ii. REGIONAL OFFICES

A new Director for the South Pacific Caribbean Division has been appointed. Raymond Clark comes to ICOD from CUSO and has extensive field experience in the South Pacific, the Caribbean and Africa.

Phillip Saunders has returned from Fiji and is now Senior Policy Advisor. ICOD Program Officer Ronald Archer has been chosen to

replace him in Fiji and will be taking up his post in January.

Jacques Langlois, Program Officer with the Interregional and Cooperative Activities Division, has been chosen for the Dakar office and will take up his assignment shortly.

Field office postings are viewed by Program Officers as a step in their career progression. Following the overseas postings, Officers are reintegrated into ICOD and are committed to a minimum stay of one year at ICOD Headquarters.

With the latest senior staff changes, only one member of Senior Management remains on an Executive Interchange or Leave of Absence arrangement. Future hiring practices will take into account Board Members' concerns about short term assignments to senior positions in ICOD. It was suggested that only up to two out of the full complement of eight Senior Managers should be on such short term arrangements.

5. POLICY DISCUSSIONS

5. i. CORPORATE PLAN

This year there will be a shortened version of the Corporate Plan which is now in the drafting stages. Three new corporate thrusts will be highlighted: more emphasis will be placed on Communications to make ICOD better known in Canada; the possible expansion of country eligibility will be reviewed; and the possibility of holding short courses in Marine Affairs in the regions will be explored.

Roy Cheeseman suggested that consideration should be given to lengthening the duration of projects to ensure project sustainability. The Chairman felt that recipient involvement and contributions were very important for sustainability and these conditions should be maintained in the Corporate Plan.

The Vice-Chairman discussed the possibility of enhancing the libraries of institutions and organizations by supplying documents on various technical and oceanographic subjects, as well as marine affairs and miscellaneous other topics. The Chairman reminded Members that ICOD should coordinate such efforts with UNESCO who are already involved in such a program. She also added that ICOD should strive to strengthen its activities in policy research.

Roy Cheeseman also mentioned the idea of preparing videos on different subjects and using them as educational tools when holding regional workshops.

5. ii. UPDATE OF BYLAWS

A revised version of the Bylaws (dated 26 September 1991) was circulated for Members' information and comments. The following changes will be incorporated: 1) The term 'ordinary meeting' would be changed to 'regular meeting' of the Board and a definition provided in section 2.1; 2) Clause 6.5 will be amended to the effect that the Vice Chairman would take over the Chairman's duties in case of absence, illness, etc. of the Chairman; 3) A clause will be added to section 6 indicating that the Executive Committee meets between regular meetings of the Board; 4) Clause 8.5 applying to the Executive Committee should also apply to Section 7, Audit and Evaluation Committee; 5) Under Clause 7.9, the following will be added "or Chairman of the Audit and Evaluation Committee"; 6) Clause 7.15 will be amended to read that, in the absence of the Chairman, the Vice Chairman would be invited to attend Audit and Evaluation Committee meetings (same type of change for clause 8.16).

The revised draft Bylaws will be sent to the Board as a form of overall amendment of the original Bylaws.

A question was raised about clause 16.2 and how a Board Member could be reimbursed for representing the Board at a function. It was indicated that the Chairman would be consulted and the Board Member reimbursed the normal Board honorarium under the provisions of the Order in Council dealing with Board remuneration (P.C. 1989-1263 of 29 June 1989) which uses the phrase "the following fees for attendance at meetings of the Board and any of the Committees thereof or any other work requested by the Board".

5. iii. SECTORAL POLICY PAPERS

A review of ICOD's seven sectoral policy themes was contracted out and five studies have now been completed with recommendations. The Marine Transportation and Ports Management review will be presented at the November Board meeting. The Chairman noted that a lot of information on that topic could be obtained from the Pacem in Maribus conference proceedings which was held in Holland in 1990.

6. FINANCIAL MATTERS

The Balance Sheet to 23 September 1991 was submitted for information. Possible project slippages of up to \$600,000 could increase the Corporate Reserve to \$1,250,000. The South Pacific and Caribbean Division accounts for \$550,000 of that slippage due to the situation with the OECS and the considerable turn-over in staff in South Pacific regional organizations and ICOD staff change-over. Project and financial monitoring need to be tightened up through staff training and holding staff accountable for results.

With a possible reactivation of the OECS program, various staffing actions, and advancing some projects in the pipeline, the projected Corporate Reserve could be reduced to \$550,000. Other ideas are also being discussed on potential programming before the issue is raised with central agencies.

7. OTHER BUSINESS

There was no other business.

The meeting adjourned at 15.25.

RECEIVED OCT 30 1991



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International Centre for Ocean Development
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M E M O R A N D U M

To: MEMBERS OF THE BOARD OF DIRECTORS File: 104

From: Jeanne-Mance Côté

Date: 29 October 1991

Re: Meeting Documentation

You will find enclosed various documents to be added to the first package I sent earlier. I am indicating below the tab # the documents belong to.

Tab # 3 - BUSINESS ARISING FROM MINUTES

- iii. Board Travel Policy (New item) BD91/2/D17
- iv. Miscellaneous

Tab # 9 - CORPORATE PLAN & POLICY ISSUES

- i. Corporate Plan BD91/2/D13
- iii. Marine Transportation and Ports Management Policy BD91/2/D14

Tab # 10 - PROJECT PROPOSALS

- i. Scholarships - Master of Marine Management and Maîtrise en gestion de l'environnement marin BD91/2/D16
- ii. ICOD Research Fellowships for Canadians BD91/2/D18
- iii. Institutional Support: Sub Regional Training Centre - West Africa BD91/2/D19

A handwritten signature in cursive script, reading 'Jeanne-Mance Côté', with a horizontal line underneath.



Over 50% recycled paper including 10% post-consumer fibre
Plus de 50 p. 100 de papier recyclé dont 10 p. 100 de fibres post-consumation



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International Centre for Ocean Development
Centre international d'exploitation des océans

BD91/2/D17

MEMORANDUM

To: Members of the Board of Directors Our File: 207.1

From: Garry A. Comber
Vice-President

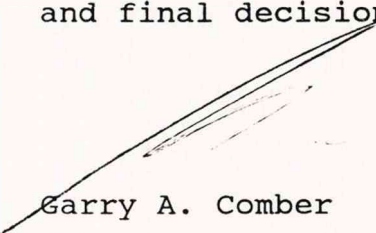
Date: October 28, 1991

Re: Board Travel Policy

At the meeting of the Board of Directors in Newfoundland in June of 1991, management was requested to draft a policy on Board Travel that reflected discussions and decisions taken.

The attached is an attempt to articulate those discussions.

This item will be added to the agenda to enable a brief discussion and final decision on this matter by the Members.


Garry A. Comber

GAC:pal

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT
ADMINISTRATIVE POLICIES & PROCEDURES MANUAL

3. TRAVEL

3.3 BOARD TRAVEL

3.3.1 INTRODUCTION

It is ICOD policy to ensure the reimbursement of reasonable and justifiable expenses associated with Executive Committee, Audit and Evaluation Committee and Board meetings and those expenses required as a result of other specific travel on ICOD business involving Members of the Board of Directors. Expenses covered under this policy will include but not be limited to transportation, accommodation, and subsistence costs.

3.3.2 Air Transportation

Whenever possible, air transportation will be arranged on behalf of Board Members by ICOD. Arrangements will be made through ICOD's travel agency and a pre-paid ticket will be forwarded to the traveller in advance of travel. In instances where circumstances make this impossible or when travel plans are interrupted during travel, ICOD shall reimburse the traveller for actual and reasonable costs of air travel upon evidence of payment by the most direct route (i.e. receipts). Whenever possible, and practical, travel will be by a Canadian flag carrier.

Board Members may travel by Business or Executive Class whenever this class of travel is available. If First Class air travel is chosen by the individual, however, ICOD will reimburse only to the limit of a Business or Executive Class ticket.

3.3.3 Accommodations

To the extent possible, accommodations will also be arranged by ICOD. Under these circumstances, ICOD will make direct payment to the hotel for accommodations.

The hotel will be instructed to charge individuals for all charges to their rooms other than the actual costs of the room (e.g. telephone, bar bills, laundry, etc.).

When circumstances necessitate that Board Members make their own arrangements for accommodations, the cost of reasonable accommodation plus tax will be reimbursed based on receipts submitted.

3.3.4 Taxis/Ground Transportation

The cost of taxi services required for the purposes of travel by a Board Member will be reimbursed on the basis of receipts submitted.

When Board Members are required to use their own vehicle for transportation rather than commercial services, the Member will be reimbursed at the kilometre rates established by Treasury Board. The kilometre rate is intended to cover all ownership and operating costs with the exception of road, ferry, bridge, tunnel or parking fees.

Parking fees will be reimbursed on the basis of receipts submitted. The other related costs listed will be paid based on the claim alone, certified by the Board Member.

3.3.5 Meals and Incidentals

A per diem of \$50.00 per day is established to cover meals and all other costs incurred by Members required to travel for ICOD purposes. The per diem will be paid for each day that the Board Member is required to travel on official Board business, commencing with the date of departure from their homes, and finishing on the day that they return to their home based on the most direct route.

Members may continue to voluntarily reduce their per diem claim in consideration of meals provided by ICOD as a part of meetings/receptions or air travel, or for partial days of travel. For your information, the following rounded rates may be applied:

Breakfast	\$8.00
Lunch	\$15.00
Supper	<u>\$27.00</u>
	\$50.00



Canada

International Centre for Ocean Development
Centre international d'exploitation des océans

CONFIDENTIAL WITH ATTACHMENTS

To: Members of the Board of Directors
Our File: 108; 104

From: Garry A. Comber, Vice-President

Date: October 29, 1991

Re: Comments on Draft Corporate Plan: 1992/93 - 1996/97

1. Attached please find the first draft of the Corporate Plan. In line with the procedure adopted last year, program Directors will give short presentations to the Board concerning the regional, global and corporate programs of the Centre. The remaining sections of the Plan will be completed following the Board meeting, taking into account comments from the Board, and presented to the Executive Committee in January.
2. Section 7, "Performance Indicators", will be discussed at the Audit and Evaluation Committee and the Board, and will also be completed prior to the January Executive Committee meeting.
3. It should be noted that Section 1.2, "Statement of Sources and Uses of Funds", was prepared based on interim figures. As a result, it will not be in precise agreement with the more accurate figures presented to the Board in the Financial Statements for FY 1991/92. Any discrepancies will be resolved in the ongoing budget process. The Statement of Sources and Uses of Funds indicates the impact of a freeze on Government of Canada appropriations for next year.
4. Should Directors have any comment on the format or substance of the attached sections of the Corporate Plan prior to the Board Meeting, please do not hesitate to contact me.


Garry A. Comber
Vice-President



Over 50% recycled paper
including 10% post
consumer fibre.
Plus de 50 p. 100 de
papier recyclé dont 10 p.
100 de fibres post-
consommation

BD91/2/D13

CONFIDENTIAL

October 28, 1991

DRAFT

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

CORPORATE PLAN

1992/93- 1996/97

OPERATING BUDGET

1992/93

CAPITAL BUDGET

1992/93

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1 EXECUTIVE SUMMARY

1.1 Narrative Summary

To be completed last.

SOURCES OF FUNDS (\$000'S)	1990/91	1991/92	1992/93
Carryover - Surplus/(Deficit)	\$568	\$186	\$0 (2)
Gov't of Canada Appropriations	\$12,200	\$13,300	13300
Other Income	\$160	\$314	250 (3)
TOTAL SOURCES	\$12,928	\$13,800	\$13,550
USES OF FUNDS (\$000'S)	1990/91	1991/92	1992/93
South Pacific & Caribbean Basin	\$4,481	\$4,575	4500
Africa & West Indian Ocean	\$2,658	\$3,325	3270
Interregional & Cooperative Activities	\$2,362	\$2,600	2531
Business Cooperation	\$124	\$125	125
Program Evaluation	\$131	\$125	125
Corporate Initiatives	\$7		
Communications	\$457	\$450	390
Policy & Planning	\$370	\$343	325
Information Resource Centre	\$149	\$123	144
PROGRAM SUB-TOTAL	\$10,739	\$11,666	\$11,410
Finance and Administration	\$908	\$915 (1)	950 (1)
Human Resources	\$291	\$390	400
Legal Services	\$217	\$220	210
Ottawa Office	\$74	(1)	(1)
Executive Offices	\$513	\$568	580
Corporate Reserve		\$41	
CORPORATE SERVICES SUB-TOTAL	\$2,003	\$2,134	\$2,140
TOTAL USES	\$12,742	\$13,800	\$13,550
DEFICIT/SURPLUS	\$186	\$0	\$0

Footnotes:

1. The Ottawa Office now falls within Finance's budget.
2. No provision has been made for carryover of surplus funds at this time.
3. Includes administration fees for CFRAMP - \$128,600 plus projected interest income.

2 MANDATE

As stated in the Act establishing the Corporation (International Centre for Ocean Development Act, R.S.C. 1985 (1st Supp.) c.17), the mandate of ICOD is to "initiate, encourage and support cooperation between Canada and developing countries in the field of ocean resource development". The Act indicates that this general mandate is to be pursued by:

- (a) initiating and supporting programs in developing countries for the improved management and utilization of ocean resources, particularly as a source of food;
- (b) supporting the development of indigenous expertise and institutions in developing countries in order to increase the capacities of developing countries in integrated ocean use management;
- (c) enlisting the expertise of people and institutions in Canada, developing countries and elsewhere;
- (d) developing and sponsoring the collection and dissemination of information relating to ocean resource development;
- (e) developing and sponsoring training programmes, technical assistance and advisory services relating to ocean resource development; and
- (f) supporting research relating to ocean resource development.

3 CORPORATE ORGANIZATION

3.1 In February 1985, ICOD was established by statute as a Crown Corporation. It is fully subject to Part X of the Financial Administration Act (FAA) excepting for Governor in Council directives [s.99(1) of the (FAA)].

3.2 CORPORATE STRUCTURE

The incorporating Act stipulates that the affairs of the Corporation will be governed by a Board of Directors consisting of a Chairman, the President, and not more than 12 other Directors. The functions and power of the Board are as set out in Part X of the Financial Administration Act and S.14 of the ICOD Act. The Chairman and President are appointed by Governor in Council, to hold office during pleasure for a term to be established by the Governor in Council (s.7(3)). The remainder of the Board is appointed by the Minister of External Relations and International Development, with the approval of the Governor in Council, to hold office during pleasure for a term not exceeding three years (S.7(2)). In keeping with the international nature of the Corporation, up to five Directors can be drawn from other countries. At the present time, there are four international Directors, all representing developing regions in which ICOD conducts programs.

The Board of Directors has the following membership:

CHAIRMAN: ELISABETH MANN BORGESE, Nova Scotia * +

DIRECTORS: PIERRE BELAND, Montreal, Québec *
 ROY CHEESEMAN, Newfoundland *
 GASTIEN GODIN, New Brunswick +
 PAUL HENRI LEBLOND, British Columbia
 VAUGHAN LEWIS, St. Lucia
 ELLEN MCLEAN, Nova Scotia +
 MOISE MENSAH, Italy (Benin)
 PHILIPP MULLER, Solomon Islands
 SHARON PROCTOR, British Columbia +
 NICOLE SENÉCAL, Ontario (CIDA)
 DANIELLE DE ST. JORRE, Seychelles
 JOHN H. VANDERMEULEN, VICE-CHAIRMAN, Nova Scotia *
 GARY VERNON, PRESIDENT, Nova Scotia * +

* Member of the Executive Committee

+ Member of the Audit and Evaluation Committee
 (The Chairman and President are Ex Officio members.)

The Officers of the Corporation are as follows:

Chairman:	Elisabeth Mann Borgese
Vice-Chairman:	John Vandermeulen
President:	Gary Vernon
Vice-President:	Garry A. Comber
Secretary:	David Copp
Treasurer:	Christopher Barr

3.3 OPERATIONAL STRUCTURE

ICOD is organized into the following operational units (see Organization Chart, Figure 1):

Executive Offices

President's Office; Vice-President's Office; Policy, Planning and Evaluation; Communications; Information Resource Centre; Corporate Programs

Program Divisions

South Pacific and Caribbean Basin Division
West Africa and Indian Ocean Division
Interregional and Cooperative Activities Division

Corporate Services

Finance and Administration Division
Legal Services Division
Human Resources Division

ICOD operates under a President who is the Chief Executive Officer (s. 11 of the incorporating statute) and a Vice-President who is the Chief Operations Officer.

At the present time, ICOD maintains four offices in Canada and overseas. The Principal Office of the Centre is located at Suite 900, 5670 Spring Garden Road, Halifax, Nova Scotia, B3J 1H6. The Ottawa Bureau is at 176 Gloucester Street, Suite 400, Ottawa, Ontario, K2P 0A6. ICOD maintains a South Pacific Regional Office within the Canadian Cooperation Office, 14 McGregor Road, Suva, Fiji and a West Africa Regional Office in Dakar, Senegal at 22/24 avenue Nelson Mandela, BP 3373, Dakar. ICOD also operates a project office for the Caricom Fisheries Resources Assessment and Management Project (CFRAMP) at 28 Regent St., Belize City, Belize.

4 OPERATIONAL ENVIRONMENT AND CORPORATE ASSESSMENT

4.1 INTERNATIONAL CONTEXT

The 20 year period culminating in the adoption of the 1982 United Nations Convention on the Law of the Sea (UNCLOS III) saw a massive expansion in coastal state jurisdiction over their adjacent waters. Many developing countries acquired significant new resource bases through their new control over living and non-living marine resources of the 200 nautical mile Exclusive Economic Zone (EEZ) and the continental shelf. Implementation of these changes has placed a significant portion of the world's oceans under the economic and managerial control of developing countries - ICOD's recipient countries alone have maritime claims equal to 9.6 million square miles.

The jurisdictional gains did not, however, represent a developmental panacea for coastal states. The new rights to marine space and resources are counterbalanced by new responsibilities to manage the interrelated resources and uses of the expanded jurisdictional zones. UNCLOS III itself established broad new responsibilities to manage and develop the resources of the ocean in a rational and sustainable manner. In addition, the task of formulating and implementing policies and plans for rational and sustained ocean resource development places a heavy burden on all developing coastal states. Many lacked both the financial resources and the essential ocean management expertise to permit effective management and exploitation of their new resource base, with the result that they may be precluded from realizing significant benefits from their expanded resource base.

It was this twin challenge - assisting developing countries in meeting their new managerial responsibilities and providing them with the means to maximize the benefits of extended jurisdiction - that led to the establishment of ICOD. In the period since the Centre's inception, further international progress on issues related to sustainable development (centring on the Brundtland Report and the upcoming United Nations Conference on Environment and Development in 1992) have reinforced and clarified ICOD's mandate. It is recognized that proper management of the oceans will be central to any global approaches to sustainable development, and ICOD's program contributes directly to attaining that larger goal.

4.2 CANADIAN CONSIDERATIONS

As noted above, ICOD was established as the Canadian response to the new challenges facing developing countries in the effective management and development of their ocean resources. This policy initiative was also based on the recognition that Canada possesses an excellent capacity, both technological and managerial, in the

ocean resources field. Furthermore, Canadian aid in ocean matters is widely sought by developing countries as Canada is viewed as having few, if any, "distant water" interests in exploiting the economic zones of other nations.

In addition to its legislative mandate, ICOD's program is informed and guided by the overall ODA policies of the Canadian Government, as set out in "Sharing Our Future". A number of the strategies for improved ODA delivery set out in that document are reflected throughout ICOD's program (including the role of women and the importance of human resource development), but one issue is particularly significant to the Canadian context of ICOD's activities. The expressed concern with promotion of sustainable development finds expression not just in individual ICOD projects, but in the fundamental objectives of the Centre as a whole - rational and sustainable management and development of the marine resources of developing countries (see below).

4.3 CORPORATE ASSESSMENT

Beyond the substantive aspects of ICOD's program, its corporate status and structure give it certain advantages in delivering ODA funds. Relatively small project budgets and simplified approval procedures make possible a shorter response time, so that projects are implemented while the need is still most immediate. In addition, the flexibility to fund smaller projects falling below the threshold of major donors ensures that valid but less costly activities are not neglected. Finally, ICOD's core staff, experienced in development management, gain a familiarity with the marine sector through regular contacts with recipients and other agencies; a familiarity that would not be possible in a multi-sectoral development agency.

5 OPERATING STRATEGIES AND PRINCIPLES OF ICOD

5.1 ICOD's fundamental goal, as derived from the incorporating statute, is to assist developing countries to manage and develop their ocean resources in a rational and sustainable manner. The Centre's pursuit of this goal is based on recognition of the following imperatives:

- (a) Oceans are common resources; hence, while coastal zone activities may be managed on a national basis, regional and global cooperation are necessary for sound ocean management;
- (b) The potential economic returns from ocean activities cannot be realized in the long term without due regard for the protection of the marine environment and conservation of the living resources of the sea;
- (c) Management of the oceans is a multidisciplinary and long-term task which must incorporate scientific, social and economic considerations;
- (d) Both development and management of ocean resources will be dependant upon the availability of appropriately trained personnel.

5.2 Operating Principles and Planning Themes

In the execution of its overall mandate, ICOD has adopted a number of operating principles and sectoral themes to guide corporate planning and reporting.

5.2.1 Operating Principles - Following are eight key operating principles which assist in guiding the Centre's operations.

(a) **Geographical Focus**

ICOD limits its focus to coastal and island countries where ocean resources can have a major development impact and where the Centre's limited funds can yield the largest national or regional benefits. Where possible, this includes countries in which a Canadian presence is lacking. The current geographical focus is on: Southwest Indian Ocean; Caribbean Basin; South Pacific; West Africa (see Annex C).

(b) **Human Resource Development**

ICOD concentrates on the development of human resources and institutional capacity. In the development of projects, the Centre gives particular consideration to the central role of women in development.

(c) Promoting Ocean Management and Development

A relatively small proportion of worldwide development assistance is currently devoted to the oceans. ICOD is committed to increasing awareness of the need for ocean management and development and to marshalling support for greater efforts in this sector.

(d) Donor Coordination

ICOD maintains continuing coordination of its programs with Canadian and other donor agencies to avoid duplication and to establish mutually supportive complementary programs. Where possible, ICOD facilitates collaboration between developing countries and regions and major donors.

(e) Canadian Content

ICOD uses Canadian expertise to the greatest extent possible in planning, implementing, and evaluating programs and projects. ICOD also assists Canadian businesses to demonstrate relevant technology in ocean development to interested developing countries and, where possible, involves the Canadian private sector in technology transfer and training.

(f) South-South Transfers

ICOD supports transfers of technology, information, and expertise on a "South-South" basis so that existing capacities in one part of the developing world are made more accessible to other parts.

(g) Project Criteria

ICOD considers projects which are submitted or endorsed by governments or regional inter-governmental organizations, and which address regional marine priorities and objectives.

(h) Non-capital Assistance

ICOD does not support capital-intensive projects. Capital expenditure is limited to 30 % of total expenditure on any project.

5.2.2 Sectoral Themes - In 1990/1991 ICOD refined its sectoral priorities into the following seven Sectoral Program Themes (recognizing that environmental appropriateness is a common element to all):

- (a) Integrated Ocean Management and Development
- (b) Fisheries Management and Development
- (c) Mariculture
- (d) Coastal Development and Management
- (e) Non-Living Resource Management and Development
- (f) Marine Transportation and Ports Management
- (g) Marine Environmental Conservation

These themes were derived from ICOD's experience in its first six years of operation and are closely linked to identified demand from developing countries (See Annex A for full description of the themes). The thematic areas are used for operational planning and reporting purposes in both the geographic and global programs. Monitoring of operational conditions will lead to periodic review of the current thematic approaches.

6 CORPORATE OPERATIONAL PLAN

6.1 PROGRAM STRATEGY

6.1.1 Overview

The last two fiscal years have seen substantial change in ICOD's programs, both in substantive scope and in planning approaches. As many of the changes of the last two years are only now having full effect, and given that there has been a large volume of new program development completed in the same period, 1992/1993 will be a year in which the focus is on consolidation rather than major new directions in ICOD's operations. This assessment is reinforced by the fact that over 62% of the budget available for programs in 1992/93 is already committed to existing project activities (note: this figure will be revised upwards prior to finalization of the plan). This heavier level of commitment is due in part to ICOD's increasing focus on multi-year programming.

As noted in section 5 above, ICOD operates a strategic planning and reporting system based both on its Geographical Target Areas (including groupings of recipients based on priority) and the Sectoral Program Themes. (See Annexes A and B.). This planning approach will continue to evolve based on regular review of operational and policy considerations.

In line with ICOD's overall objective of assisting developing countries to manage and utilize their own ocean resources in a rational and sustainable manner, the program will continue to emphasize:

- (a) human resource development in the oceans sector;
- (b) strengthening of national and regional ocean resource management institutions in the developing world;
- (c) a progressive increase in the self-sufficiency of developing country institutions to conduct training, make policy and transfer assistance to other developing regions;
- (d) planning designed to ensure the viability of programs once ICOD funding has been withdrawn;
- (e) the need to ensure that all programs promote sustainable development, in the environmental, social and economic contexts.

The practical application of ICOD's strategies is reflected in the divisional program summaries which follow (these are based on the full divisional operational plans). It is useful here, however, to highlight some of the general developments of the past fiscal year, and planned initiatives for the coming year.

6.1.2 Progress on Existing Initiatives

The 1991/92 Operational Plan set out a number of commitments for new or expanded activities in the 1991/92 fiscal year. Substantial progress has been made towards the objectives set out there:

- (a) the range of Program Themes covered by the geographical programs was broadened to include previously under-represented sectors;
- (b) the Centre continued to expand its cooperation with other donors, most significantly through its participation in a tripartite coordinating committee on fisheries with CIDA and IDRC, and membership of the Advisory Committee for the Study of Fisheries Research Needs sponsored by the World Bank and UNDP;
- (c) the regional office in Dakar and the project office in Belize were both opened in the past year;
- (d) new projects were initiated in Namibia as part of a longer term strategy of involvement in Southern Africa;
- (e) the range of ICOD projects in East Africa was expanded;
- (f) increased emphasis was placed on gender analysis in the consideration of projects from geographical regions and on a global basis;
- (g) implementation commenced on the ICOD Training Policy. As part of a general concern with human resource planning, a study of human resource development needs in fisheries was undertaken in the South Pacific;
- (h) ICOD's evaluation program was expanded, and "lessons learned" workshops were instituted to ensure feed-back of results;
- (i) progress was made in the consolidation of corporate memory with respect to both project data and the tracking of scholarship recipients.

6.1.3 Initiatives for 1992/1993

In addition to consolidation and some growth in existing ICOD programs, a number of new initiatives or modifications in existing programs are planned for the coming year.

- (a) In an effort to increase the relevance and cost-effectiveness of its training program, ICOD will pursue the development of a series of training courses for delivery in recipient regions, based on modification of materials prepared for ICOD-sponsored courses in Canada;

- (b) Continuing from the 1991 ICOD Oceans Forum, ICOD will promote critical review of issues relating to sustainable development and the oceans. The progress of UNCED will be monitored, and if appropriate ICOD will investigate the delivery of specific assistance for implementation of oceans-related aspects of Conference results;
- (c) ICOD will undertake a streamlining of project review and approval procedures relating to small projects. The purpose of this is, first, to ensure that ICOD's strength in quick, flexible response to needs is maximized and, second, to reduce overhead costs on small projects.
- (d) An emphasis will be placed on partnership with developing country institutions in the implementation of projects, with a meaningful sharing of costs and responsibilities where possible;
- (e) ICOD will investigate the appropriateness and feasibility of expanding its geographic focus within the current four regions of operation.
- (f) In line with the ODA principles and strategies established in "Sharing Our Future", the ICOD communications program will have an increasing concentration on development education in Canada. This program will focus on the particular importance of ocean resources in the developing world, and will include the objective of better informing Canadians about the delivery of Canadian ODA.

6.2 OPERATIONAL PLAN SUMMARY: SOUTH PACIFIC AND CARIBBEAN
BASIN DIVISION

To be completed following presentation and discussion at the meeting of the ICOD Board of Directors Meeting of November 18-19, 1991.

6.3 OPERATIONAL PLAN SUMMARY: WEST AFRICA AND INDIAN
OCEAN DIVISION

To be completed following presentation and discussion at the meeting of the ICOD Board of Directors Meeting of November 18-19, 1991.

6.4 OPERATIONAL PLAN SUMMARY: INTERREGIONAL AND COOPERATIVE
ACTIVITIES DIVISION (IRCAD)

To be completed following presentation and discussion at the meeting of the ICOD Board of Directors Meeting of November 18-19, 1991.

6.5 OPERATIONAL PLAN SUMMARY: CORPORATE PROGRAMS

To be completed following presentation and discussion at the meeting of the ICOD Board of Directors Meeting of November 18-19, 1991. Corporate Programs include the following activities, all undertaken in support of ICOD's Program Divisions:

- Policy and Planning;
- Evaluation;
- Business Cooperation Program;
- Communications;
- Information Resources (including Information Resource Centre and Management Information Systems).

6.6 OPERATIONAL PLAN SUMMARY: EXECUTIVE OFFICES AND CORPORATE SERVICES

6.6.1 EXECUTIVE OFFICES

ICOD's Executive Offices include the President and Vice-President and their staff. Officers undertaking the Corporate Program functions also report to the Executive Officers, as do all divisional Directors.

6.6.2 FINANCE AND ADMINISTRATION

The guiding principles of ICOD's finance and administration structure have been to: a) ensure effective program management; b) minimize administrative overheads in the conduct of ICOD business; (c) facilitate timely and accurate reporting; (d) ensure accountability for funds expended in ICOD's corporate and operational activities.

The management framework is now in place to achieve the above. Certain specific targets have been set for 1992-93.

- (a) Further the development, documentation and implementation of administrative policies and procedures.
- (b) Provide technical support in the development and implementation of a Management Information System for ICOD.
- (c) Enhance the liaison function through the Ottawa Office.
- (d) Assistance will be provided to develop the components of an ICOD management information system.

6.7 HUMAN RESOURCES

The Human Resources Division provides key human resource management functions for the Centre, including recruitment, administration of pay and benefits, coordination of staff training and development and monitoring of the performance appraisal system. During 1991/92, in addition to routine functions, a new system of job descriptions and classifications was implemented. In addition, standards were adopted for the posting of ICOD staff overseas.

In 1992/93 implementation of a training and staff development program for ICOD will continue. An expected decline in recruitment requirements will permit a greater focus on the refinement of a number of the Centre's human resource management systems.

6.8 LEGAL SERVICES

The Legal Services Division provides all legal support services for the Centre, for the drafting and finalization of contribution agreements and contracts. In 1991/92, work was completed on the standard legal documents for ICOD. In addition, negotiations commenced on Umbrella Memoranda of Agreement with major recipient organizations, in order to minimize the documentation required for individual project agreements.

Targets for 1992/93 include:

- (a) Continued standardization and streamlining to provide an optimum division of labour between the end users and the Legal Services Division;
- (b) Execution of initial umbrella MOA's, and negotiation of further agreements with additional recipients;
- (c) Refinement and finalization of the legal instruments database, in line with the general development of ICOD's Management Information System.

7 PERFORMANCE INDICATORS AND PROGRAM EFFECTIVENESS

To be completed following presentations and discussion at the Audit and Evaluation Committee and the Board of Directors Meeting of November 18-19, 1991.

8 CAPITAL BUDGET

ICOD does not utilize a capital budget as purchases of equipment, office furniture and costs of leasehold improvements are expensed in the year of acquisition.

Annex A

Sectoral Program ThemesDefinitions1. Integrated Ocean Management and Development

Includes:

- Broad oceans policy and planning activities involving intra and inter-sectoral issues relating to ocean resources development.
- socio-economic aspects of ocean resources development
- EEZ, LOS implementation, maritime boundary delimitation and national legislation.
- Regional cooperation and development.

2. Fisheries Management and Development

Includes all aspects of fisheries:

- Fisheries Research, Resource assessment and habitat
- Monitoring, Control and Surveillance (MCS)
- Data collection and information
- Artisanal and Industrial Fisheries
- Processing and Marketing Post harvest activities
- Fisheries Technology
- Fisheries Extension
- Policy and Planning
- Human Resources Development (including Women in Fisheries Dev.)
- Institutional Support for fisheries
- Fisheries Economics

3. Mariculture

Includes:

- Farming of aquatic organisms comprising fish, molluscs, crustaceans and aquatic plants.
- Impact of biotechnology on aquaculture.
- Impact of mariculture on the environment.
- Mariculture economics.

4. Coastal Development and Management

Includes:

- Activities relating to the sustainable development and environmentally sound management of coastal resources including marine parks and tourism.

5. Non-Living Resource Management and Development

Includes:

- Improved management and conservation of non-living marine resources (mineral and energy resources) and their exploitation within a sustainable development framework.

6. Marine Transportation and Ports Management

Includes:

- Assessment of, planning for, and management of, marine transportation infrastructure, shipping policies and the design of and advice on the construction of transport vessels (including fishing vessels).

7. Marine Environmental Conservation

Includes:

- Environmental impact, i.e. impact of pollution on the marine environment and oceans; impact of sea level rise; impact of oceans on climate and land based activities. Also, policies and programs relating to resource/habitat conservation and protection.

Annex B

LIST OF ICOD RECIPIENT COUNTRIES

ICOD categorizes developing countries in its four areas of concentration as:

- a) Target Countries;
- b) Countries of Secondary Focus; and
- c) Non-recipients.

Target Countries are eligible to participate in regional and global projects and are the main focus of bilateral projects. Countries of Secondary Focus are eligible to participate in regional and global projects, but are not normally involved in bilateral projects. Countries in the non-recipient category would not normally participate in any ICOD projects, although limited participation in regional or global projects could be considered on a cost recovery basis or in special circumstances.

The following is a list of countries by category in the four areas of concentration:

1. South Pacific

A. 1) Target Countries

South Pacific Forum countries:

- Cook Islands, Fiji, Kiribati, Niue, Papua New Guinea, Solomon Islands, Tonga, Tuvalu, Vanuatu, Western Samoa.

2) Secondary Focus

Federated States of Micronesia, Marshall Islands, Palua, and Nauru.

B. Non-recipients

Colonial Possessions (i.e. American Samoa, Guam, French Polynesia, New Caledonia)

South East Asian States

2. CaribbeanA. 1) Target Countries

- Commonwealth Countries:
 - OECS Countries (independent):
Antigua and Barbuda, Dominica,
Grenada, St. Kitts and Nevis, St.
Lucia, St. Vincent and the
Grenadines
 - Barbados, Belize, Guyana, Jamaica
- Central American States: Costa Rica,
Nicaragua
- Dominican Republic

2) Secondary Focus

- Commonwealth: Bahamas, Trinidad and
Tobago
- Commonwealth non-independent states:
Anguilla, British Virgin Islands,
Montserrat,
- Haiti

B. Non-recipients

- Central American States: Guatemala,
Honduras, Panama
- South American States (excluding
Guyana)
- Cuba
- Colonies: French, Dutch, U.S.

3. South and West Indian OceanA. 1) Target Countries

- Island States: Comoros, Madagascar,
Maldives, Mauritius, Seychelles, Sri
Lanka,
- East African Coastal States: Djibouti,
Kenya, Mozambique, Somalia, Tanzania

2) Secondary Focus

- Yemen

B. Non-recipients

- Asian States: Bangladesh, Burma, India, Pakistan.
- Arab States: Oman
- Ethiopia

4. West AfricaA. 1) Target Countries

- Francophone Coastal Countries: Benin, Cameroon, Congo, Equatorial Guinea, Guinea-Bissau, Guinea-Conakry, Ivory Coast, Mauritania, Morocco, Senegal, Togo
- Island States: Cape Verde Islands, Sao Tome and Principe
- Namibia

2) Secondary Focus

- Gambia, Ghana, Liberia, Nigeria, Sierra Leone
- Gabon

B. Non-recipients

- Angola, South Africa, Zaire

This list will be reviewed from time to time based on ICOD experience, Canadian Government policies, and relevant international approaches or domestic changes within countries. It should be assumed that all states not specifically mentioned above would be in the non-recipient category.

ANNEX D

COMPLETED PROGRAM/PROJECT EVALUATIONS 1991/92

To be provided after review with Audit and Evaluation Committee.

Annex E

ACRONYMS AND ABBREVIATIONS

CARICOM	Caribbean Community
CCA	Caribbean Conservation Association
CCO	Canadian Cooperation Office
CEHI	Caribbean Environmental Health Institute
CERMES	Centre for Resource Management and Environmental Studies (at UWI)
CFRAMP	Caribbean Fisheries Resource Assessment and Management Program
CIDA	Canadian International Development Agency
CSPODP	Canada South Pacific Ocean Development Program
DELMAR	Maritime Boundary Delimitation Program
EEZ	Exclusive Economic Zone
DWFN	Distance Water Fishing Nations
FAO	Food and Agriculture Organization (of the United Nations)
FFA	Forum Fisheries Agency (South Pacific)
HRD	Human Resources Development
ICOD	International Centre for Ocean Development
IDRC	International Development Research Centre
IBION	Issue Based Indian Ocean Network
IOC	Indian Ocean Committee
IOMAC	Indian Ocean Marine Affairs Cooperation
IRCAD	Interregional and Cooperative Activities Division
ISSTH	Institut Supérieur des sciences et techniques halieutiques
LDC	Least Developed Country
LFA	Logical Framework Analysis
MARLAW	Marine Law Database and Document Delivery

MCS	Monitoring, Control and Surveillance
NGO	Non-Government Organization
ODA	Official Development Assistance
OECS	Organization of Eastern Caribbean States
OLDEPESCA	Organizacion Latinoamericana de Desarrollo Pesquero
ORMP	Ocean Resources Management Program (at USP)
PIMRIS	Pacific Islands Marine Resources Information System
SADCC	Southern African Development Coordination Conference
SOPAC	South Pacific Applied Geosciences Commission (formerly CCOP/SOPAC)
SPC	South Pacific Commission
SPCBD	South Pacific and Caribbean Basin Division
SPREP	South Pacific Regional Environment Program
SWIO	South and West Indian Ocean
UBC	University of British Columbia
UNCLOS III	Third United Nations Conference on the Law of the Sea
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
UQAR	University of Quebec at Rimouski
USP	University of the South Pacific
UWI	University of the West Indies
WAIOD	West Africa and Indian Ocean Division
WID	Women in Development
WMU	World Maritime University (Sweden)



Canada

International Centre for Ocean Development
Centre international d'exploitation des océans

CONFIDENTIAL WITH ATTACHMENTS

To: Members of the Board of Directors Our File: 107.10
From: Garry A. Comber, Vice-President
Date: October 28, 1991
Re: Draft Policy Paper: Marine Transportation and Ports Management

1. Attached please find a Draft Policy Paper outlining proposed ICOD policies under the sectoral theme "Marine Transportation and Ports Management". As discussed at the last Board Meeting, ICOD will be preparing such papers for each of the seven thematic areas.
2. This paper was prepared internally, based on information and recommendations provided by external consultants in an earlier, more extensive report. As is noted in the policy paper, the intent is to provide general guidance to the development of programs in this sector.

This document will be revised based on comments and suggestions received at the Board Meeting.

A handwritten signature in black ink, appearing to read 'Garry A. Comber', written over a horizontal line.

Garry A. Comber
Vice-President



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BD91/2/D14
October 28, 1991

**MARINE TRANSPORTATION
AND
PORTS MANAGEMENT**

DRAFT POLICY PAPER

*For Consideration By the ICOD Board of
Directors, Meeting of 18-19 November, 1991*

1 BACKGROUND

1.1 The Marine Transportation Sector

Economic development in all countries requires the existence of an adequate transportation infrastructure for the movement of goods and people. In many of ICOD's target countries **marine** transportation has particular significance, due to the geographic situations of those states. Shipping remains the only practical alternative for international trade in the bulk commodities which form much of the export earnings of developing countries.

The marine transportation sector makes a significant contribution to economic development in two critical ways: through the services it provides to most other sectors of the economy (import/export and internal transport); and through the employment and economic activity provided by the sector itself. The contribution of the transportation sector, both in its service role and in provision of employment, is proportionately greater in developing countries due to the relative weakness of other sectors of the economy.

In addition to the potential positive contributions to national development, the sector requires proper management due to the potential threats offered by unregulated operation (safety of life at sea, transport of dangerous goods, environmental protection, occupational health and safety).

Marine Transportation and Ports Management (MT&PM) could potentially be defined very broadly to include interests in all of ICOD's sectoral themes - water-borne transport and port facilities are required, eg, for exploitation of living and non-living resources, and for provision of adequate environmental protection. For the purposes of cohesive policy development in this sector, it is proposed to define ICOD's involvement in the MT&PM sector as including the following sub-sectors:

- Shipping activities, whether commercial or para-statal, which relate to carriage of goods and passenger operations (both national and international);
- Aspects of shipbuilding and ship repair;
- Operation and management of ports and related facilities;
- Government activities in support of shipping (including navigational aids, Vessel Traffic Management Systems, Search and Rescue).

1.2 Existing ICOD Involvement in MT&PM

As of the end of FY 1990/91, the MT&PM sector accounted for approximately 8 % of ICOD's approved projects by dollar value, including CIDA-funded projects managed by ICOD (see Annex I). Of these projects, the majority were devoted to training activities at various levels (Annex I). With respect to sub-sectoral concentration, ports management and related issues accounted for approximately 39 %, shipping activities for 57 % and shipbuilding and repair for 4 %.

1.3 Other Donor Activity

The majority of development assistance provided in this sector has been directed to capital projects, whether building/upgrading harbour and port facilities or donation of vessels. Multilateral donors have been more active in the delivery of training and the development of training institutions, as well as in provision of technical assistance (United Nations Conference on Trade and Development - UNCTAD; International Maritime Organization - IMO; United Nations Development Program - UNDP). Background information on donor activity has been accumulated by region, but further details should be sought prior to initiation of actual ICOD programs.

2 PROBLEMS AND CONSTRAINTS

2.1 General

Developments in the marine transport sector over the past decades have created a number of identifiable characteristics which are of concern to virtually all countries:

- Availability of vessel capacity is variable, and world demand for shipping swings from periods of acute shortages of tonnage to serious excess. This problem is exacerbated by the long lead time required for new investment;
- Capital investment requirements are large for both vessels and infrastructure (ports, shipyards), and often must be provided in large initial units which cannot be covered until demand grows;

- The sector is defined by a mixture of public responsibilities (ownership of infrastructure such as ports, navigational aids) and private interests (control of vessels, freight operations, etc.). This combination of monopoly and competition results in a need for a certain amount of regulation of operations and pricing.
- The potential environmental damage from shipping operations should lead to a special government concern in the sector.
- The technology of shipping and related operations has changed, and the globalization of operations makes it difficult to remain apart from the new developments or to support the development of appropriate technologies.

2.2 Special Concerns of Developing Countries

The issues stated above are all relevant to ICOD's target countries, and they are exacerbated by a number of problems which centre on four main categories: i) Human Resources; ii) Legislation and Regulation; iii) Investment; iv) Institutional Development.

Human Resources - Many of the technological and operational developments in marine transportation have resulted from the pressure of rising labour costs in the developed world, making the industry even more capital intensive than before. In developing states, however, there tends to be a surplus of labour and a chronic shortage of capital resources. As a result, the approaches to marine transportation generated by developed countries, and applied as global standards, may be inappropriate to the structural situation of developing states. At the same time, in the key managerial and technical positions essential to the smooth operation of shipping and ports, developing countries lack a sufficient human resource base at this time. On the other hand, developing countries have trained large numbers of shipboard personnel, to the point that remittances from nationals serving on foreign ships is a significant contribution to GNP in some countries.

Legislation and Regulation - Historically, government regulation of the marine transportation sector has been the norm. Governments control the sector in order to achieve economic, political and security objectives, and for safety of life and environmental protection. In recent years, there has

been a trend towards deregulation, particularly with respect to competitive controls and allowing the operation of market forces. On the extreme end of government involvement - actual ownership - there has been a movement towards privatization and cost recovery for government support of marine transport (ports, etc.). Problems do, however, remain. First, it may be difficult or inappropriate for developing states to achieve full deregulation and cost recovery during difficult economic times. Second, no matter what deregulation accomplishes on the commercial aspects, the need for environmental control and safety of life dictate that effective and appropriate legislative and regulatory schemes remain. For many developing states this will mean revamping outdated legislative instruments to take account of modern technological and commercial characteristics of the shipping industry.

Investment - All developing countries are severely constrained financially, and marine transportation infrastructure presents significant challenges in terms of investment choices. Some particular issues follow:

- Rates of return on maintenance and rehabilitation projects are normally higher than on new investment;
- It is advantageous to consider substituting labour for capital in construction and maintenance (the opposite of the situation in developed states);
- Investment decisions must be made on the basis of a thorough financial and economic appraisal, taking account of all operational and maintenance costs over the life of the project. These costs are borne by the recipient, while the capital portion may be aid-funded;
- Capital aid projects are generally tied to technology supplied from the developed world. There has been little examination of whether given technologies are appropriate to developing country conditions. Further, there is often a chronic shortage of foreign exchange for parts, and an inadequate supply of trained technical staff to maintain "state-of-the-art" equipment.

The nature of external aid in this sector may run directly counter to the development of appropriate responses to these problems. Funds are generally provided more readily for new investment rather than rehabilitation or maintenance. Capital expenditures will be favoured over labour-intensive

approaches due to the industrial benefits potential for donor countries. Proper life-cycle financial analysis may not be encouraged where the donor is primarily concerned with the initial capital expenditure, and where the benefit of future parts and supply purchases flows to the donor country. There will be little incentive for investigation of appropriate new technologies when the donor ties provision of the assistance to the use of existing technology supplied by them.

In sum, the potential exists for aid flows to distort rational investment patterns in this sector, particularly when many of the relevant industries are experiencing difficult economic times in the developed world and need to identify new sources of overseas revenue. Developing countries will in many cases require sound, independent advice on these issues to assist in planning their investment decisions.

Institutional Development - Despite deregulation, Government and para-statal institutions will retain a crucial role with respect to appropriate regulatory action and in the provision of training opportunities. On-going attention to institutional development at both the national and regional levels will be required if these functions are to be served.

3 ICOD POLICY GUIDELINES

3.1 Rationale

Marine transportation and ports represent potentially significant contributions to national economies for many coastal and island states, both through a service function to the economy (critical to imports and exports), and through the direct employment benefits provided. In addition, the sector requires effective management to ensure environmental protection and safety of life. The ICOD mandate clearly extends to activities dealing with both aspects of this sector.

3.2 ICOD and Canadian Capabilities

ICOD's policy with respect to marine transportation and ports management must be determined in light of three critical elements : i) the needs of target countries, as set out in section 2 above, and as further determined in consultation

with recipients; ii) the availability of appropriate Canadian expertise; and iii) the specific capabilities of ICOD to respond within its own mandate and institutional structure.

Canada has significant levels of expertise in both the transportation and ports elements of this sector. Much of this expertise is concentrated, not in the design and manufacture of capital equipment, but in the planning and management tasks relating to transport and ports systems. It should also be noted that Canada has substantial experience in the problems of small ports and harbours development, and in legislative and regulatory development related to shipping.

ICOD as an agency is obviously unable to become involved in the capital aspects of this sector. However, the Centre's concentration on technical assistance and human resource development meshes well with the problem areas identified earlier. This is particularly the case when one considers that capital aid is, if anything, in oversupply, while the capacity to analyze and plan for that aid is lacking.

3.3 Initial Sub-sectoral Areas of Focus

Based on the identification of issue areas in section 2, and the outline of ICOD and Canadian capabilities, it is possible to define a number of areas for concentration within this general sector. It is not intended to pursue all areas immediately, but this list indicates the range of sectors which might be considered (these are not in order of priority). It should be noted that these are for initial focus only, and that further investigation and consultation with regional partners will be required to refine this list.

Legislative Development - Assistance can be offered in the development and updating of the legislative and regulatory instruments necessary for the proper management of the sector. This will include, where possible, the use of standardized regional maritime codes, and assistance in identifying relevant obligations under applicable international conventions.

Investment Analysis - ICOD will assist where appropriate in the provision of independent analytical assistance relating to the planning and rationalization of aid and other investments in marine transportation and ports. This analysis may extend to ports development, shipyard facilities and shipping operations. ICOD can function as a disinterested party in this respect due to its stated policy of non-capital assistance.

Management Enhancement - Improved management of shipping and port operations is essential to the safe and efficient function of these industries. ICOD will assist in enhancing the managerial capabilities in this sector, both through training of staff and provision of appropriate technical assistance.

Technology Assessment - The application of inappropriate technologies in this sector has been a serious problem for many developing countries. ICOD will be prepared to assist in the assessment of planned technological developments, and the investigation of appropriate alternatives for recipient countries.

Domestic Shipping - ICOD will review project opportunities in the general area of provision of shipping services to small coastal and island communities. This will focus on planning of appropriate route and service options, and advice on the development of small harbours.

Information Handling - ICOD will assist in the development and application of effective information technologies which support the more efficient operation of ports and shipping operations. This will extend to the exchange of information between geographic regions where appropriate.

Environmental Protection - ICOD will assist in the planning and design of schemes to ensure environmental standards in this sector, including the preparation of pollution contingency plans and assistance in the handling of dangerous cargoes. The inevitable overlap with ICOD's marine environmental conservation theme will be the subject of further review and discussion to ensure appropriate placement of projects.

Safety of Life at Sea - ICOD will review possibilities under the general category of Safety of Life at Sea, including Search and Rescue, to determine whether there are feasible, non-capital project opportunities in this area.

3.4 Delivery of ICOD's Assistance

Delivery of ICOD's assistance in these areas should be compatible with the varying concentrations and characteristics of the Centre's geographic programs. The mix of regional/bilateral projects, and the relative importance of in-country as opposed to Canada-based training, will be

defined on the basis of regional concerns, as is the case with other sectoral themes. In general, however, it is clear that the majority of assistance in this sector will be delivered through the provision of technical assistance and human resource development.

Technical Assistance - Technical assistance, with a focus on national and regional institution-building, is required in all the sub-sectors listed above. This will include short-term advisory assistance, incorporating full local participation wherever possible, as well as long-term cooperant postings. Sufficient Canadian expertise exists in these areas to permit recruitment of high quality advisors.

Human Resource Development - Guided by ICOD's training policy, a package of training opportunities will be provided in target regions and in Canada to assist in filling identified gaps, particularly at the managerial and technical levels. Where possible, ICOD should support the development of overall human resource development plans for the sector.

4 CONCLUSION

The approaches outlined here are intended primarily as guidelines for the detailed development, in consultation with recipients, of expanded programs in this sector. It is essential that these policy options be applied in light of further investigation of specific regional needs. As implementation proceeds on existing projects in this sector, additional information will be obtained through reviews and evaluations which will assist the further development and modifications of ICOD's policy.

ANNEX I

**ICOD AND ICOD/CIDA PROJECTS IN THE MARINE TRANSPORTATION
AND PORTS MANAGEMENT THEME**

Proj.#	TITLE	RECIPIENT	APPROVED VALUE (\$)
850015	WMU Marine Affairs Course - Phase I	World Maritime University (WMU)	30,000
850016	WMU Maritime Law Course	WMU	25,000
850019	ICOD World Maritime University Scholarships	WMU	403,200
860030	Research Vessel Operation	ICOD Corporate Initiative	469,100
860069	WMU Marine Affairs Course Phase II	WMU	16,400
860097	CIDA World Maritime University African Students Scholarships	WMU	300,000
870126	Course on Navigation and Seamanship - Barbados	Govt. of Barbados	4,000
870127	WMU Training Modules (Marine Affairs) Phase II	WMU	190,000
870167	CIDA World Maritime University Global Scholarships	WMU	350,000
880233	IMLI Scholarships	International Maritime Law Institute	250,000
880262	CIDA World Maritime University Global Scholarships Phase II	WMU	626,000
890341	Privatization of State Fishing Fleet (Identification of a Program) - Guinea	Government of Guinea	28,000
890335	ICOD Lectureships in Marine Affairs - WMU	WMU	748,000
900350	World Maritime University Scholarships (1991 - 1995)	WMU	1,230,000
900393	Sub-Regional Training Centre Support	Centre de Formation des Mecaniciens des Equipments Portuaires Cotonou (Benin)	187,374

ANNEX I - cont'd.

Proj.#	TITLE	RECIPIENT	APPROVED VALUE (\$)
C-008	South Pacific Maritime Development Program; Work Program	Forum Secretariat	105,000
C-009	South Pacific Maritime Database	Forum Secretariat	31,000
C-034	National Port Safety Seminars	Forum Secretariat	129,150
C-035	Regional Maritime Training Plan	Forum Secretariat	214,500
C-036	Shipbuilding and Repair Facilities: Regional Planning Study	Forum Secretariat	232,450
C-037	Regional Maritime Legal Advisor	Forum Secretariat	390,200



International Centre for Ocean Development
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CONFIDENTIAL

**BD91/2/D16
Project # 900348
October 16, 1991**

PROJECT SUMMARY
(Board Approval)

Project Title: Scholarships - Master of Marine Management and Maîtrise en gestion de l'environnement marin

Division: Interregional and Cooperative Activities

Implementing Agencies: Dalhousie University and Université du Québec à Rimouski

Duration: Five years and nine months

Commencement: November, 1991

Components: Scholarships
Evaluation

Financial: ICOD Contribution: \$2,250,000
Implementing Agencies Contribution: \$1,700,000 estimated

PROJECT TOTAL: \$2,250,000

Conditions of Approval
or Comments

Record of Approval

Kingston for Jacques Langlois 16/10/91
Program Officer Date

Carol Amaralunga 17/10/91
Director Date

[Signature] 17/10/91
Vice-President Date

[Signature] 18/10/91
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Project #900348

ABSTRACT

This project makes available sixty-one (61) new scholarships, over five years and nine months, to attend a Master of Marine Management at Dalhousie University and a "maîtrise en gestion de l'environnement marin" at the Université du Québec à Rimouski.

5 years and nine months:

CAN\$ 2,250,000

Theme:

Integrated Ocean Management

Financial Sector Code:

AATE

Project #900348

PROJECT SUMMARY

1) Background

- a) During the August 13-14, 1985 Board meeting, the Board approved the concept of a Marine Affairs Program (MAP) with interrelated components.

The three current Marine Affairs projects are:

- i) Marine Affairs Diploma Scholarships #860074
- ii) Marine Affairs Diploma Course #850014
- iii) Marine Affairs Diploma Materials #860070

Project #860074

In two letters of agreement dated respectively March 17, 1987 to Dalhousie University and August 13, 1987 to Université du Québec à Rimouski, ICOD agreed to provide scholarships over five years for a total amount of \$1,040,000 to each university. This project is now in its fifth year and will be completed in August 1992.

In 1989, a mid-point evaluation was conducted by an independent consultant firm and their report was in favour of a shift from a Diploma level certification to a Master degree level certification. They also added that:

It has become clear that the MAP, allowed to mature, offers Canada the opportunity to be at the forefront of marine affairs programming...

At the completion of project #860074, seventy-seven students will have graduated from the two universities. Back in their countries, graduates hold middle and senior management positions at institutions such as: Ghana Shipper's Council, Marine Institute of Tanzania, Forum Fisheries Agency, Nigeria Ministry of Transport, University of the West Indies in Jamaica. Graduates currently appointed to regional universities are a reliable asset for networking purposes with Canadian universities.

Project #900348

- b) During the June 12-13, 1990 Board meeting, approval in principle was given for the scholarship project which would enable students from developing countries to attend a Master of Marine Management at Dalhousie University and a "maîtrise en gestion de l'environnement marin" at the Université du Québec à Rimouski. Final approval was conditional upon Dalhousie University and Université du Québec à Rimouski providing sufficient core funding for the program to be viable and self-sustainable. The ICOD financial contribution was approved in principle for up to \$2,250,000. Twenty scholarships would be awarded to attend UQAR and forty-one to attend DAL. The difference in the number of scholarships allocated to the respective institutions was due to a substantial difference in tuition fees and a longer duration of the program at Université du Québec à Rimouski. Budgetary allocations per institution were approximately equal.

Since June 1990, the ICOD training policy was developed and a decision was taken to link training awards to the regional divisions programming in order to maximize impact in the regions and to produce a synergetic effect as far as program outcome is concerned. Scholarship guidelines were also redesigned and the changes that were brought forward will alter the originally approved budget. In the interim, university tuition fees were also increased, affecting the budget. However, the overall budget is approximately the same as approved in principle in 1990.

Since June 1990, both universities have assumed responsibility for integrating their masters program into their long range budget forecasts. Dalhousie University, through a report from the President, has indicated that the University will implement the program and will appoint faculty and support staff under the new oceans sector program of the university. The Dalhousie program received final approval from the Maritime Provinces Higher Education Commission in July, 1991. The UQAR program is awaiting final approval from the Université du Québec Conseil des études. This approval is expected in May, 1992.

2) Description - Goal and Purpose

a) Goal

The goal of the project is to assist developing countries to improve the management and utilization of their ocean resources in a rational and sustainable manner.

Project #900348

b) Purpose

The purpose of the project is to provide graduate level training in marine resource management for scholars from developing coastal and island states.

3) Components

a) Scholarships (\$ 2,053,250)

i) activities:

Twenty scholarships are available to attend Université du Québec à Rimouski Master degree in "gestion de l'environnement marin". (22-month degree program)

Forty-one scholarships are available to attend Dalhousie University for the Master degree in "Marine Management". (12-month degree program)

N.B. Difference in the number of scholarships allocated to each university is due to the difference in tuition fees costs and in the respective duration of the programs.

ii) outputs:

Sixty-one mid-level professionals from developing coastal and island states will be trained in marine related management issues at the master level, so that they will be in a position to better contribute to marine related policy and decision making in their respective countries.

Project #900348

b) Evaluation

i) Activities (\$ 100,000)

One mid-term (\$50,000) and a final evaluation (\$50,000) will be funded through this project. The mid-term evaluation will be aimed at evaluating the curriculum and the effectiveness and efficiency of the administration of the awards. The final evaluation will evaluate the effectiveness of the implementation of recommendations from the mid-term evaluation and will attempt to assess impact of project.

ii) Outputs

Recommendations will be utilized as a basis for deciding on terminating or continuing scholarship support related to these programs.

4) Beneficiaries

61 mid-level professionals from developing coastal and island countries and the countries that they represent.

5) Project Management

ICOD will manage the administration of scholarships with respect to ICOD guidelines and procedures. Through a recently approved Canadian Regional Monitor Program, project #910408, all ICOD award recipients will be carefully supported and monitored during their stay in Canada. Through this project scholars will have opportunities for briefing and orientation sessions, greater consultation with ICOD program officers, and support/counselling services when needed.

Recruitment of award recipients will be done primarily by ICOD. This activity will be in line with the ICOD policy of linking training activities to the regional divisions' programming. In cases where the regional divisions are not successful in filling the annual quota, the universities may provide ICOD with a list of applicants from ICOD's target countries for consideration.

The universities will report to ICOD on individual academic progress on a set schedule.

Project #900348

6) Project analysis:

a) Justification:

These new Masters degree programs are the result of five years of ICOD investment in the two universities involved in marine affairs. Funding was also provided to develop teaching materials as well as to provide scholarship support for individuals from target countries to attend the program. This is a direct output of ICOD's effort to support sustainable marine affairs programming. The proposed Masters degree scholarship project now utilizes the expertise that was developed by both institutions during the last six years. The evolution and development of these programs to the Masters level fulfills ICOD's early vision of establishing two Canadian centres of expertise in marine resource management for training Third World and Canadian scholars.

b) Risks:

In view of the recently approved training policy, scholarships will now be linked to geographical division programming. This will necessitate the development of long-term human resource development plans for the regions. It is expected that the recruitment process will require a phasing-in period to ensure that all regional projects have training components. This process is now underway and preliminary results are encouraging.

ICOD is actively encouraging the University of the West Indies and the University of the South Pacific to develop graduate programs in marine-related fields. It is possible that the scholarship demand from these regions may decrease over time.

Given that UQAR final approval of the Masters degree is not expected until May, 1992, ICOD will award the UQAR scholarships on a conditional basis, subject to approval by the Conseil des études.

Project #900348

7) Financial Information (see detailed budget attached as annex 1)

a) Projected Disbursements by Fiscal Year

FY 1992/1993	\$ 277,630
FY 1993/1994	\$ 475,625
FY 1994/1995	\$ 557,125
FY 1995/1996	\$ 524,225
FY 1996/1997	\$ 236,345
FY 1997/1998	\$ 82,300

b) ICOD Project Components:

Scholarships:	\$ 2,053,250
Evaluations:	\$ 100,000
Sub-total:	\$ 2,153,250

Contingency: \$ 96,750 \approx 4.3%

TOTAL ICOD CONTRIBUTION up to \$ 2,250,000

c) Recipient Budget Components

TOTAL RECIPIENT CONTRIBUTION: program core funding over five years and nine months, estimated at approximately \$1.7 million, plus in kind contribution, i.e. academic supervision, student services, etc.

RECOMMENDATION

It is recommended that final approval be given to Project #900348 -- "Scholarships - Master of Marine Management and Maîtrise en Gestion de l'Environnement Marin" -- to a maximum ICOD contribution of CAN \$ 2,250,000.

ICOD Logframe Analysis
Project # : 900348

IMPORTANT ASSUMPTIONS	NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION (MOV)
Canada continues to be a viable and competitive international centre for marine affairs training with continuing demand for training from Third World countries.	<p>Goal</p> <p>To assist developing countries to improve the management and utilization of their ocean resources in a rational and sustainable manner.</p>	<p>Degree to which goal has been reached</p> <p>Increase in trained managerial-level manpower, required by coastal states, to adequately manage their extended jurisdictions.</p>	<p>Means for verifying OVI's</p> <p>Increase in indigenous managerial-level manpower within the ocean resource sector, replacement of expatriates by returning scholars.</p>
The Marine Affairs program was designed in response to the lack of trained managers and professionals in coastal states who are required to address the short and long-term problems associated with ocean management.	<p>Purpose</p> <p>To provide graduate-level training in marine resource management for scholars from developing coastal and island states.</p>	<p>Conditions indicating End of Project Status (EOPS)</p> <p>Scholarship quotas reached at Université du Québec à Rimouski (UQAR) and Dalhousie University</p>	<p>Final reports and internally audited financial statements from universities.</p>
There is an identified need to provide managers, policy-makers, and those responsible for decision-making with a broad overview of the problems associated with the exploitation and conservation of marine resources.	<p>Outputs</p> <p>Sixty-one mid-level professionals from developing coastal and island states trained in marine resource management</p>	<p>Magnitude of outputs required</p> <p>1. Scholar recruitment in keeping with ICOD training policy, ICOD orientation, scholar academic monitoring, scholar debriefing, alumni follow-up</p>	<p>Scholar theses/major reports, final reports and financial statements from universities.</p> <p>ICOD Scholarship Monitor reports</p> <p>Academic Advisor reports</p>
Post-graduate Diploma programs are approved by university and provincial authorities, and will continue to be funded.	<p>Activities</p> <ol style="list-style-type: none"> 1. Recruitment 2. Placement 3. Academic monitoring 4. Support services 5. Debriefing 6. Alumni follow-up 	<p>Timing and costs</p> <p>Recruitment scheduling begins one year in advance of arrival to Canada, monitoring during the period of study and continuous long-term alumni follow-up.</p>	<p>- Final reports and financial statements from universities.</p> <p>- ICOD Scholarship Monitor reports.</p> <p>- Academic Advisor reports.</p>
<p>TOMBSTONE DATA</p> <p>APPROVAL: APPROVAL COST INCREASE PLANNED COMPLETION PLANNED DURATION GEOGRAPHIC FOCUS:</p>	<p>Inputs</p> <ol style="list-style-type: none"> 1. Masters degree Faculty, curriculum, university in-kind support, and student services. 2. ICOD scholarship contribution 3. Evaluations 4. Contingency 	<p>Type and cost of resource</p> <ol style="list-style-type: none"> 1. Core funding costs 2. \$2,053,250 3. \$ 100,000 4. \$ 96,750 <p>TOTAL \$2,250,000</p>	<p>Approved Project Summary</p>



International Centre for Ocean Development
Centre international d'exploitation des océans

CONFIDENTIAL

BD91/2/D17
Project #910414
15 October, 1991

PROJECT SUMMARY

Project Title: ICOD Research Fellowships for Canadians
Division: Inter-regional and Cooperative Activities
Recipients: 4 Canadian Graduate Students for each of three years
Implementing Agencies: Canadian Universities and ICOD
Commencement date: December 1991
Duration: 5 years
Components:

1. Promotion
2. Screening of applicants
3. Award of fellowships and conduct of research

Financial:

Promotion	: \$ 5,500
Screening	: \$ 6,000
Fellowships	: \$180,000
Contingency	: \$ 18,500
Total ICOD contribution up to \$210,000	

Record of Approval and
Conditions of Approval or Comments

Recommended by:

S. Ramroth 17/10/91
Program Officer

C. Amaral 17/10/91
Director

[Signature] 18/10/91
Vice-President

[Signature] 18/10/91
President Date



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papier recyclé dont 10 p.
100 de fibres post-
consommation.

ABSTRACT

Over a period of three years, twelve research fellowships each of up to 6 months duration, will be awarded to Canadians pursuing Master's degrees in marine-related fields at Canadian Universities. Research required for thesis production will be conducted in ICOD target countries and will involve areas of study which are of relevance to ICOD programming.

Five Years : \$ 210,000
Theme : Integrated Ocean Management
Sector Code : XAWQ
Sector Code Names : Ocean Research/Canadian Human Resources

1. **BACKGROUND**

ICOD's fundamental approach to ocean development is to foster and support initiatives that assist developing countries to improve the management and utilization of their ocean resources. Accordingly, some 50% of ICOD's existing portfolio of active projects involves training. While the Centre has so far funded the training of 253 nationals of developing countries, Canadians have not been recipients of this type of support.

However, one of the four pillars of Canada's ODA strategy described in "Sharing Our Future" is that the links between Canadian citizens and institutions, and those in the Third World must be strengthened. "Sharing Our Future" also introduces an "outreach strategy" to facilitate access to the aid program to Canadians. This strategy "was designed to both enhance CIDA's presence in Canada's regions and to increase public awareness of the challenges and opportunities of international development". Government policy as articulated in "Sharing Our Future" indicates that there is also a need for donor agencies to undertake greater efforts to enhance their visibility in Canada.

By definition, a fellowship is a stipend awarded to graduate students for a specific period of research. Therefore, in accordance with the "outreach strategy" of facilitating access of the aid program to Canadians and the need to increase the Centre's visibility, this project proposes awarding twelve fellowships to Canadians to the level of Master's degrees. In keeping with the Centre's mandate, the fellowships will target Canadians who are interested in conducting marine-related research in ICOD target countries and will be available to both Francophones and Anglophones in areas of study which are relevant to ICOD's activities.

Evaluations of and corporate experiences with ICOD's early scholarship programs identified the importance of selecting appropriate award recipients. This project therefore proposes to give priority to candidates who have demonstrated successful experience in an ICOD target country and/or in the Third World.

The award of ICOD Research Fellowships to Canadians will thus foster cooperation between Canadians and developing countries and will simultaneously increase the Centre's visibility in Canada while conducting the Centre's activities within the framework of its mandate. The project will also enhance and expand the Canadian resource base.

2. **OBJECTIVES**

a) **GOAL**

The goal of the project is to encourage research of direct relevance to ocean development and management in ICOD target countries.

b) **PURPOSE**

The purpose of the project is to provide financial support to Canadian graduate students during the conduct of marine-related research in ICOD target countries.

3. **COMPONENTS**

a) **Promotion - \$ 5,500**

Fellowship promotion will be targeted to specific audiences utilizing both official languages.

i) **activities:**

- Posters printed in French and English are directed by ICOD to Canadian University campuses. Information for inclusion in the posters is to be found at Appendix I.

ii) **outputs:**

- Qualified Canadians submit applications to ICOD for the fellowships.
- Increased awareness within Canadian universities of the Centre and its role in promoting marine-related activities.

The applications will be screened for eligibility in accordance with the general criteria stated at Appendix I and a short-list of potential Anglophone and Francophone candidates will be selected.

b) **Screening of applicants - \$ 6,000**

i) **activities:**

- In accordance with ICOD specifications, an academic review board appraises the research proposals submitted by the short-listed candidates and ranks them in order of merit and by field of study.

ii) **outputs:**

- Short-lists of applicants ranked in order of merit by field of study.

c) **Award of Fellowships and Conduct of Research - \$ 180,000**

i) **activities:**

- ICOD awards fellowships based on the appropriateness of the research proposals submitted and the needs of the target countries.
- ICOD orientation package delivered to fellowship recipients.
- National press release and ICOD Newsletter provide information about the scholarship program, the successful candidates and their proposed activities.
- Delivery of training in Canadian universities and conduct of research in ICOD target countries.

ii) **outputs**

- Increased awareness of the activities of the Centre is gained by fellowship recipients as a result of the ICOD orientation session.
- National and international visibility acquired for the Centre and its activities.
- Marine-related research conducted in ICOD target countries and Master's degrees completed in Canadian universities.
- Results of research made available to ICOD target countries.

4. BENEFICIARIES

- a) Selected Canadian graduate students desirous of pursuing research in developing countries will benefit directly.
- b) Canadian university departments which acquire data collected in developing countries thus increasing their international information base and expertise;
- c) ICOD through having access to additional Canadian universities and Canadians with experience in developing countries;
- d) ICOD through achievement of greater visibility in Canada.

5. PROJECT MANAGEMENT

An academic board will review the project proposals of those applicants who satisfy the general eligibility criteria and will rank them in order of merit. ICOD will award the fellowships and IRCAD will manage the financial aspects of the awards.

6. PROJECT ANALYSIS

- a) **Justification**
 - i. Implementation of the project will foster positive and long-lasting professional relationships between Canadians and their colleagues in the Third World.
 - ii. Canadian marine-related expertise in tropical countries will be enhanced thus increasing the resource-base.
 - iii. Depending on the results, this activity can be expanded and/or realigned to be more directly supportive of specific needs of recipient countries and organizations and of the Centre.
 - iv. ICOD target countries receive the benefit of locally-conducted research.

b) **Risks**

- i. Suitably qualified candidates are unavailable for award of all the fellowships proposed.
- ii. Research proposals are not relevant to the activities of the Centre.

7. **FINANCIAL INFORMATION**

a) Projected ICOD disbursements by Fiscal Year

FY 91-92	\$ 4,000
FY 92-93	60,800
FY 93-94	63,500
FY 94-95	60,000
FY 95-96	3,200
Sub-total	191,500
Contingency	18,500
Total ICOD contribution up to	210,000

See Annex I for further budget details.

8. **RECOMMENDATION**

It is recommended that final approval be given to Project #910414 - ICOD Research Fellowships for Canadians - up to a maximum of \$210,00.

ANNEX I

Detailed Budget Estimates

<u>ITEM</u>	FY 91-92	FY 92-93	FY 93-94	FY 94-95	FY 95-96
PROMOTION					
Posters	2,000	2,000	1,500		
SCREENING					
Fees, expenses	2,000	2,000	2,000		
SCHOLARSHIPS					
Air fare		20,000	20,000	20,000	
MLA		26,400	26,400	26,400	
Research expenses and thesis production		10,400	13,600	13,600	3,200
CONTINGENCY					18,500
SUB-TOTAL	4,000	60,800	63,500	60,000	21,700

Budget Notes

1. Promotion
 Printing and distribution of posters 5,500
 2. Screening of applicants
 Fees, expenses 6,000
 3. Fellowship funding
 Return air travel
 (\$5,000 x 12 awards) 60,000
 Monthly living allowance
 (\$1,100 x 6 months x 12 awards) 79,200
 Research expenses and thesis production
 (\$3,400 x 12 awards) 40,800
 Sub-total fellowship funding and promotion 191,500
 4. Contingency 10% 18,500
- Total ICOD contribution up to 210,000**

APPENDIX I

The International Centre for Ocean Development (ICOD) was established as a federal Crown Corporation in February 1985 with a mandate to initiate, encourage and support cooperation between Canada and developing countries in the field of ocean resource development.

ICOD FELLOWSHIPS FOR CANADIANS

GENERAL INFORMATION

The purpose of the ICOD Research Fellowships for Canadians is to provide funding for Canadian graduate students to conduct research in marine-related fields. Research required for production of Master's theses must be conducted in ICOD target countries thus fostering partnerships between Canadian researchers and professionals and their colleagues in the developing world.

APPLICATIONS CONSIDERED FROM

Canadian graduate students registered in or accepted by a Canadian university for study leading to a Master's degree in one of the following fields:

Integrated Ocean Management; Fisheries Management and Development; Mariculture; Coastal Development and Management; Non-Living Marine Resources Management; Maritime Transportation and Ports; and Marine Environmental Conservation.

ELIGIBILITY

With respect to (1) general and (2) specific eligibility criteria, applicants must provide evidence of:

- (1) * Canadian citizenship or permanent residency status
- * Completion of a first degree
- * Registration at or acceptance by a Canadian university for graduate study in one of the fields listed
- * Conduct of thesis research in an ICOD target country (list of eligible countries is available on request)
- * Establishment of formal contact with a related institution or organization in the country in which the research will occur

- (2) * Approval by Canadian university of thesis proposal
- * A minimum of 2-years related experience in an ICOD target country and/or equivalent experience in the Third World would be an asset.

NUMBER OF FELLOWSHIPS

Four awarded in each of three years beginning in 1992.

FELLOWSHIP TENURE

The maximum period allocated for a Fellowship is up to 6 months and is related to the time spent on research in the developing country. The minimum requirement for the conduct of research in the field/region is three months.

VALUE OF FELLOWSHIP

To a maximum of \$15,000 which includes return airfare to and from developing country; living allowance; research costs; thesis production. A detailed budget and time-frame for the research activities must be submitted with the application.

FIELDS OF STUDY

The fields of study which are eligible for funding are:

Integrated Ocean Management - (e.g) ocean policy and planning, economics, economic research and systems, financing, maritime law, and national legislation.

Fisheries Management and Development - (e.g.) fisheries operations, fishing techniques and equipment, surveillance, research on stocks, economic and policy analysis, and post-harvest techniques and methods.

Mariculture - (e.g) fish culture and mariculture management, techniques and equipment.

Coastal Development and Management - (e.g) landscape protection, erosion control, tourism, marine parks and protected areas, and coral reef ecology.

Non-Living Marine Resources Management - (e.g) minerals and energy, and the exploitation of these resources.

Maritime Transportation and Ports - (e.g) transportation infrastructure, vessels, marine equipment, and safety at sea.

Marine Environmental Conservation - (e.g) all aspects of the marine environment, resource conservation, marine pollution and its control, and global pollution impacts.

SUBMISSION OF APPLICATIONS

Deadline for submission of applications is **28 February, 1992** for commencement of study in September of 1992.

For additional information, application forms and submission of applications - please contact:

The Director
Inter-Regional and Cooperative Activities Division
International Centre for Ocean Development
7th Floor, 5670 Spring Garden Road
Halifax, Nova Scotia

B3J 1H6

Facsimile: (902) 426-8932 Telephone: (902) 426-8957

ICOD Logframe Analysis

Project # : 910414

ICOD Research Fellowships for Canadians

IMPORTANT ASSUMPTIONS	NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION (MOV)
Canadian researchers and their colleagues in ICOD target countries cooperate for the local conduct of research relevant to the countries	<p>Goal To encourage research of direct relevance to ocean development and management in ICOD target countries</p>	<p>Degree to which goal has been reached All award recipients acquire adequate, reliable information in support of their research proposals</p>	<p>Periodic reports from academic supervisors and award recipients Copies of these Related project proposals originating from ICOD target countries Canadian universities more supportive of ICOD scholarship/fellowship recipients</p>
Canadian graduate students are interested in and qualified for pursuing research in developing countries	<p>Purpose To provide financial support to Canadian graduate students during the conduct of marine-related research in ICOD target countries. The research is essential to the completion of Master's programs being pursued at Canadian universities</p>	<p>Conditions indicating End of Project Status (EOPS) Award recipients complete study programs and conduct research in ICOD target countries Project proposals related to the research conducted originate from ICOD target countries</p>	<p>Thesis proposals and planning of research activities Copies of these Related project proposals originating from ICOD target countries</p>
Award recipients successfully complete study programs	<p>Outputs Canadian graduates at the Masters levels; Completed research projects on marine-related topics which are of relevance to ICOD target countries, recipient agencies and organizations</p>	<p>Magnitude of outputs required 12 award recipients graduate from Canadian universities:</p>	<p>Copies of these Reports from academic supervisors Periodic reports from award recipients</p>
Applicants qualify for the receipt for ICOD scholarships	<p>Activities Promotion of the fellowships Award of fellowships and conduct of research</p>	<p>Timing and costs Promotion: December 1991, 1992, 1993 - \$ 5,500 Screening of applicants: February - March 1992, 1993, 1994 - \$ 6,000 Award of fellowships and orientation: August 1992, 1993, 1994 Funding of award recipients: August 1992- December 1995 - \$180,000</p>	<p>Contracts related to promotional activities Consultant contract for screening of applicants Contracts with award recipients</p>
<p>TOMBSTONE DATA</p> <p>APPROVAL:</p> <p>APPROVAL COST INCREASE</p> <p>PLANNED COMPLETION: 1996</p> <p>PLANNED DURATION: 5 YEARS</p> <p>GEOGRAPHIC FOCUS: Global</p> <p>BUDGET: \$210,000</p>	<p>Inputs Professional fees and expenses for: Promotion Review of project proposals Funding of award recipients includes: Air travel Living allowance Research expenses and thesis production</p>	<p>Type and cost of resource</p> <p>Promotion: Printing posters, mail, FAX = \$ 5,500 Screening of applicants = 6,000</p> <p>Fellowships: Return Air travel - \$5000 x 12 = 60,000 Living allowance - \$1100 x 6 x 4 = 79,200 Research expenses and thesis production = 40,800 Sub-total fellowships = 180,000 Total fellowships, promotion, screening = 191,500</p> <p>Contingency (approx. 10%) = 18,500</p> <p>GRAND TOTAL = 210,000</p>	<p>Final report</p> <p>ICOD financial statements</p>



Canada

International Centre for Ocean Development
Centre international d'exploitation des océans

CONFIDENTIAL

BD91/2/D19
Project# 910415
October 8, 1991

PROJECT SUMMARY

Project Title: Institutional Support: Sub Regional
Training Centre--West Africa

Division: West Africa and Indian Ocean

Recipient/
Implementing Agency: Centre de Formation des Mécaniciens des
Equipments Portuaires

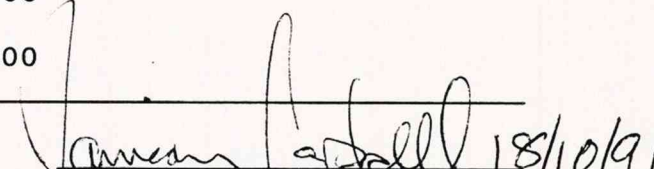
Duration: Four Years

Components:

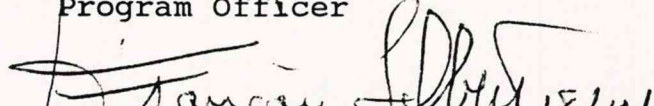
1. Revision of Curriculum
2. Teacher Training/Upgrading
3. Regional Trainee Scholarship Fund
4. Purchase of Computer and Software
5. Project Coordination

Financial:

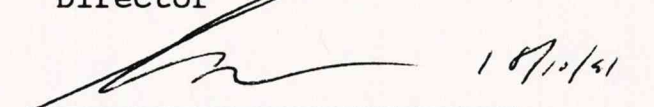
ICOD Contribution: \$ 810,000
Recipient Contribution: \$ 110,000
Project total: \$ 920,000



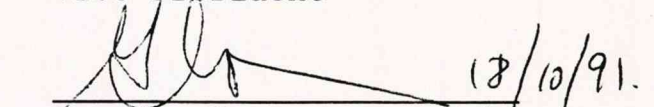
Jamieson Campbell Date 18/10/91
Program Officer



François Gilbert Date 18/10/91
Director



Garry A. Comber Date 18/10/91
Vice President



Gary C. Vernon Date 18/10/91
President



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ABSTRACT

The Centre de Formation des Mécaniciens des Equipments Portuaires, (CFMEP) Cotonou, Bénin was established by the Port Autonome de Cotonou and the members of the Port Management Association of West and Central Africa (PMAWCA) to address the training needs of the member ports in the sub-region. ICOD's assistance will allow the CFMEP to strengthen its institutional capability by assisting its staff to revise 40% of its curriculum; redesign the manner in which approximately six of its training courses are implemented; upgrade the teaching skills of six instructors; offer a four week long training course to up to two-hundred-fifty sea port mechanics from the Francophone countries of West Africa, and purchase computer hardware and software as well as teaching materials.

Four Years

\$810,000

Theme:

Marine Transportation and Ports

Financial Sector

Codes:

Ports Operations (MF)
Institutional Support (YB)

Summary:1) Background:

Sea ports represent an important part of the West African transportation system. They are a key component of the transportation infrastructure of both coastal and hinterland countries. Smoothly running ports provide both an effective means of transportation and a source of revenue. Ports plagued with delays arising from equipment breakdowns have a negative economic impact on both the coastal and hinterland countries.

Ensuring that their sea port equipment and personnel meet the minimum standard required effectively to handle in-coming and out-going cargo via the world's shipping networks is an objective which the coastal states of West Africa have found difficult to attain. Weak safety practices together with poor or nonexistent maintenance routines in the ports of West Africa's coastal countries continues to be a costly problem.

The absence of regional and/or national training institutions capable of meeting the training requirements of sea port personnel stands out as a major contributor to the slow pace of progress in this area.

The Port Management Association of West and Central Africa (PMAWCA) was set up in 1972 with a mandate to address this and other port related issues. The modernization and maintenance of its member's sea ports has long been at the top of this regional organization's agenda.

The inauguration in June 1989 of the Centre de Formation des Mécaniciens des Equipments Portuaires¹ (CFMEP), located in Cotonou Bénin, is one example of the effort being made in the region to begin addressing the need for port-related training.

The Port Association has designated the CFMEP, which is funded by the Port Association members and the Port Autonome de Cotonou (PAC), as the training institution in which port equipment maintenance personnel from the French speaking countries of the sub-region can receive training at the basic and intermediate levels.

The CFMEP program is set up to offer short, (2-3 week) modularized, topic-specific courses in port equipment safety and maintenance. Comprised of a theoretical and a practical component, the training courses are offered to groups of port maintenance workers by a small full-time and a large part-time teaching staff drawn from the ranks of the PAC and the Bénin Cargo Handler's Association. The CFMEP is equipped to handle both the theoretical and practical aspects of its training programs within its own workshops. Additional practical experience can be gained by its trainees through temporary placements within the Port Autonome de Cotonou.

¹ Port Equipment Mechanic's Training Centre

In February, 1991 the ICOD President approved a project designed to offer the CFMEP limited institutional support. With a budget of CAD \$187,374, **Sub-Regional Training Centre Support-West Africa (900393)** provided expert technical assistance, curriculum revision, an upgrading short course in teaching methods for two Béninois instructors and some equipment.

As originally approved, the project targeted the training of fork lift truck operators and maintenance mechanics, a group of sea port workers who had been identified by the Port Management Association as urgently in need of training. The objectives and budget of the project were later expanded to include the revision of the curriculum used in the training of assistant tug boat mechanics.

Currently approaching its mid-point, the project has to date met all its objectives. The project is being implemented by the Institut Maritime du Quebec (IMQ). As at the end of September 1991, the curriculum of the Fork lift operators and mechanic's training course had been completely revised; two Béninois instructors had successfully completed a pedagogical upgrading course in Canada, and equipment had been purchased for use in the preparation of additional course materials.

The training program for fork lift operators, which will be managed by a Béninois instructor with the assistance of a Canadian counterpart, is scheduled to run from October to December 1991; the course for assistant tug boat mechanics will run from January to March, 1992.

An analysis of the progress of project 900393 suggests that it would serve the training needs of the Port Management Association member ports, as well as the objectives of the CFMEP for ICOD and its two partners to build on the momentum generated by the first project. We feel this could best be achieved through the enlargement of the scope of the current project to include the revision of additional curriculum, the training of more instructors and the establishment of a fund to partially support the participation in training activities at the CFMEP of sea port equipment maintenance personnel from other ports within the region.

2) OBJECTIVES:

a) Goal:

The goal of the project is to assist the coastal states of French West Africa to improve the efficiency of their ports and marine transportation systems.

b) Purpose:

The purpose of the project is to assist the Centre De Formation Des Mécaniciens Des Equipments Portuaires Cotonou, Bénin, to improve the delivery of its training programs and expand the number of sea ports it serves so as to more effectively meet the need for trained manpower among the sea ports of West Africa.

3) COMPONENTS:

The project components outlined below closely resemble those of project 900393. While there will be similarities between the manner in which the two projects are managed, the experience gained from the first project strongly suggests that the project and its target group will benefit from a style of implementation which minimizes the role of equipment and maximizes the human resource development aspect of the project. The project will, therefore, feature the provision of technical assistance provided through a number of separate initiatives designed to stress the complementarity of each of the projects components.

a) **Revision of Curriculum** \$48,000i) Activities

In collaboration with the CFMEP's Director of Studies and teaching staff, a team of Canadian consultants with experience in the design and implementation of short term technical training courses in one or more of the curriculum topics to be revised will completely revise the curriculum of six training modules. The curriculum to be revised includes the following training modules:

- a) Basics of the Internal Combustion Engine
- b) Engine Carburation
- c) Gasoline Engine Ignition Systems
- d) Diesel Engine Ignition and Injection Systems
- e) Basic Hydraulics and Pneumatics
- f) Personal Security in the Workshop

In undertaking this work the consultant will:

- define measurable objectives for the theoretical and practical components of the course;
- examine and alter where necessary, the balance between the theoretical and practical aspects of the course;
- adjust the academic level of the materials to suit the target group;
- assemble the revised curriculum module and reproduce it in sufficient quantities;
- make available to the project's teacher trainer copies of fully revised as well as partially revised curriculum modules for use as instructor training materials;

ii) Outputs:

Six completely revised teaching modules. Materials suitable for use in the project's teacher training component.

b) **Teacher Training/Upgrading** \$28,900

i) Activities: In consultation with the CFMEP's management and with the Canadian curriculum consultant, expert staff will: utilize the design and materials produced during the teacher training phase of project 900393 to develop a five week short course to update the teaching skills of up to six of the CFMEP's staff; plan the integration of the course into the overall project and, carry out the course in Cotonou, Bénin on an approved schedule.

ii) Outputs: A fully developed short course designed to upgrade pedagogical skills. Up to six technical training instructors with upgraded teaching methods.

c) **Regional Trainee Fund** \$284,628

i) Activities: Designed to be administered by a Béninois CFMEP staff member in conjunction with a Canadian counterpart, the fund will:

- support the local costs (accommodation and meals) of trainees, and in the later stages of the project, instructors brought in from ports in the sub region/ region for a period of up to three weeks;

ii) Outputs: Up to two-hundred trained and upgraded port equipment maintenance personnel and up to fifty port equipment maintenance instructors from up to ten ports in Francophone West Africa, phased-in over four years.

d) **Technical Assistance**

\$218,102

i) Activities: In close collaboration with the CFMEP, the PMAWCA and the Canadian implementing agency, a vocational and professional training consultant will be appointed to serve the project over a four year period. Serving in close collaboration with up to three Béninois counterparts, the consultant will work full time in Cotonou during the first year of the project and for up to two months per year over the following three years. During his/her mandate the project consultant will:

- work with the CFMEP and the Secretary General of the PMAWCA to solidify a strong and productive working relationship with the training coordinators of the regional and sub regional ports;

- in conjunction with his Béninois and PMAWCA counterparts refine a training needs-assessment begun during the first project by the management of the CFMEP and the PMAWCA;

- assess the feasibility of implementing within the CFMEP during the later stages of the project a program to train instructors drawn from member ports;

- examine the cost and feasibility of sending a team of CFMEP trainers to Port Association ports to train maintenance mechanics in their own workplace;

- develop a work plan and budget based on the results of the needs assessment;

- in conjunction with the director and staff of the CFMEP refine the training centre's procedures for trainee assessment and program planning;

- design and implement a tracking system for trainees from the region;

- design and implement administrative and accounting systems for the project's trainee scholarship fund;

- coordinate, in collaboration with the director or deputy director of the CFMEP and with the Canadian teacher training specialist, the implementation in Cotonou of a pedagogical upgrading course for up to six Béninois instructors;

- assist with the integration of the newly revised curriculum modules into the teaching plans and schedules of the CFMEP's staff of instructors;

- oversee the presentation, and if necessary the revision, of the fork lift operator and tug boat mechanic training programs to the groups of trainees and instructors from the Port Association member ports;

- assist the director and staff of the centre to design and implement a strategy to advertise the role of the CFMEP within the region.

ii) Outputs: Up to two-hundred trained sea port equipment maintenance personnel and fifty instructors from up to ten French West African ports; two to three Béninois teacher/administrators and two to three clerical staff members; an administrative system for assessing trainee needs and skills; an administrative system for tracking and controlling the nomination, appointment and care of visiting trainees from West African ports and an accounting system for the control and administration of the trainee fund.

e) **Project Coordination** \$95,342

i) Activities: After consultation with ICOD, the Canadian implementing agency will appoint a project coordinator who will: manage the selection and appointment of the required project consultant, teacher training and curriculum specialists; develop an implementation plan and project timetable, coordinate international travel, and ensure the delivery of the various project components;

ii) Outputs: The selection and appointment of a project management team in Canada and Bénin and a well managed project.

f) **Purchase of Computer Hardware and Software** \$17,000

i) Activities: In collaboration with the management of the CFMEP the project coordinator will identify appropriate computer hardware and administrative, accounting and project management related software for the use of the CFMEP staff and the Canadian project consultant;

ii) Outputs: Fully tested and operational computer hardware and software: one IBM compatible system unit, a colour monitor, and Dot Matrix printer; Lotus 1-2-3; dBase III plus and Work Perfect in French and English;

g) **Monitoring** \$45,000

i) Activities: As is fully detailed in the proposed Implementation Plan in Annex "B", mid-point monitoring of project performance is planned. Activities would include but would not necessarily be limited to:

- follow-up monitoring of trainees who have received training at the CFMEP--undertaken both at their home port and immediately following the completion of training;

- an assessment of the trainee tracking and trainee scholarship accounting systems;

- an assessment of the upgraded CFMEP instructors;

ii) Outputs: Information and data on the relevance and applicability of the revised curriculum modules; on the strength of the teacher training/upgrading program and on the performance of the project's administrative and accounting systems and staff.

4) BENEFICIARIES

Direct: The CFMEP will benefit directly as a result of the strengthening of its institutional structures and capability and from its institutional link with its Canadian counterpart agency. Approximately two-hundred sea port equipment mechanics and fifty port mechanic instructors from up to ten French West African ports will benefit directly from the implementation of the project. Up to six instructors employed at the CFMEP as well as two to three administrative staff from the CFMEP will also benefit directly as a result of the successful implementation of the project.

Indirect: The Port Association member ports, particularly the training coordination offices and, the countries of which they are a part are likely to benefit from the implementation of this project.

5) PROJECT MANAGEMENT

As indicated above, an important lesson that has already been learned from the first project (900393) to train fork lift operators and tug boat maintenance crews is the need to ensure the integration of learning materials and personnel and to address training issues that are a priority with the target group. With this concept firmly in mind the project will from the outset seek to explore different modalities of delivering training, building up institutional capability and mounting and sustaining a training project with a regional scope.

One means through which integration of materials and personnel will be promoted is the "exportation" to the other ports of the region during the first year or two of the project of the newly revised curriculum and teaching methods developed to train fork lift operators and tug boat mechanics during the first project.

The question of sustainability will be addressed from the outset through the exploration of means through which a self-perpetuating cycle of trainees and instructors may be put into place. Assessment of the potential role for the CFMEP in training instructors from the region's ports as well as the lower level trainees will therefore become an important sub-objective of the project.

We believe that the sustainability and manageability of the project will be enhanced by an implementation plan that approaches the work in several clearly defined and measurable stages. Five phase are, therefore, being proposed. As has been outlined in Annex "B" each phase of the project will be undertaken only after certain objectives or "milestones" have been reached.

Finally, a by-product of the first project has been the formation of a kind of institutional linkage between the project's Béninois partner and the Canadian implementing agency, the Institute Maritime du Quebec (IMQ). In view of the IMQ's unique status as one of a very few French language professional training institutions in Canada currently working in the area of marine mechanical, ships design and navigation, we feel it would be useful to strengthen the institutional link by encouraging the IMQ to undertake the implementation of the this project.

6) PROJECT ANALYSIS

a) Justification

This project will address an important requirement which has been identified by local as well as regional authorities as a priority training need.

The project will focus on a number of components (curriculum revision, teacher training/upgrading, administrative training, the development and provision of training materials and skill training for the main target group of seaport mechanics) which when taken together represent an integrated package of training tools and if implemented separately, will support the development of the basic institutional structure of the CFMEP and provide an immediate beneficial result to a fledgling institution.

This project will lend support to the growing desire of West African port managers and their governments to address the issue of poor and inefficient cargo handling procedures. The project will focus resources directly on the amelioration of three key problems underlying frequent breakdowns: 1) a shortage of properly trained staff; 2) poor or non existent maintenance routines and, 3) a shortage of effective national and regionally-based training institutions.

An important element which underlies the presentation of this large multi-year project at this time is the maintenance of the momentum developed within the first project. It is, moreover, important that the CFMEP receive the assistance it requires to begin addressing the needs of the region as well as those of its host port, the Port Autonome de Cotonou. The implementation of this project, particularly in the stages outlined in Annex "B" will provide measurable results both in the short term and over the long term.

b) Risks

The current absence of information on how training needs are identified by the region's ports can be interpreted as a risk, at least at the outset of the project. The potential effect of this risk will, however, significantly diminish within the first year of the project as links between CFMEP staff and Port Association member ports are established.

The newness of the centre and the fact that it will begin to define its role within the region incrementally and at the same time as it begins delivering its programs can also be seen as a risk. In view of the step-by-step approach proposed in the implementation plan it is believed that this "learning-by-doing" approach will over the medium term strengthen rather than weaken the project and the institution.

7) FINANCIAL INFORMATION

1) Projected ICOD Disbursements by Fiscal Year

Fiscal Year 1991/92	\$ 105,880
Fiscal Year 1992/93	\$ 178,420
Fiscal Year 1993/94	\$ 192,525
Fiscal Year 1994/95	\$ 132,930
Fiscal Year 1995/96	\$ 200,245
Total ICOD Contribution	\$ 810,000

2) ICOD Budget Components (see detailed estimates attached as Annex A)

Revision of Curriculum	\$ 48,000
Teacher Training and Upgrading	\$ 28,900
Regional Trainee Fund	\$ 284,628
Technical Assistance	\$ 218,102
Project Coordination	\$ 95,342
Computer Hardware and Software	\$ 17,000
Monitoring	\$ 45,000
Contingency	\$ 73,028
Total	\$ 810,000

8) RECOMMENDATION

It is recommended that final approval be given to ICOD Project # 910415, "Institutional Support: Sub-Regional Training Centre - West Africa" to a maximum contribution of \$810,000.

ANNEX "A"

Detailed Budget - ICOD Budget Component

1. REVISION OF CURRICULUM	CAD DOLLARS
Revision of 6 curriculum modules 20 days per module @ \$400 per day	\$ 48,000
Subtotal	\$ 48,000
2. TEACHER TRAINING	
Pedagogical upgrading course for 6 Béninois instructors mounted in Bénin - Professional Fees 30 days @ \$350 per day	\$ 10,500
Airfare 2 Montréal/Bénin return 1. Planning Mission 2. Course Implementation @ \$4,000 each	\$ 8,000
Accommodation and per diem 42 days @ \$200 per day	\$ 8,400
Teaching Materials: charts, books, audio/visual aids	\$ 2,000
Subtotal	\$ 28,900
3. REGIONAL TRAINING SCHOLARSHIP FUND	
250 trainees from member ports for 21 days each @ \$50 per trainee per day over four years*	\$ 284,628
Subtotal	\$ 284,628

* 5% Increment added to cost in years 2, 3 and 4
to reflect increasing costs due to inflation.

4. TECHNICAL ASSISTANCE

Project Consultant (Resident in Bénin) - Year 1

Salary for one year (up to a total of)	\$ 60,000
Benefits @ 10% (up to a total of)	\$ 6,000
Rent, School Fees, Telephone, Water and Electricity (up to a total of)	\$ 25,000
Installation and Removal: Family of 4 Canada/Bénin return @ \$4,000 each	\$ 16,000
Shipment of personal effects (up to a total of)	\$ 5,000
Planning Mission	
- Airfare	\$ 4,000
- Accommodation 14 days @ \$200 per day	\$ 2,800
Subtotal	\$ 118,800

Project Consultant - Year 2, 3 and 4 (Short Term Missions)

Professional Fees 40 days per year for three years @ \$350 per day*	\$ 46,341
Accommodation 180 days over three years @ \$200 per day*	\$ 39,721
Return Airfare Canada/Bénin 3 trips @ \$4,000*	\$ 13,240
Subtotal	\$ 99,302
Subtotal Technical Assistance	\$ 218,102

* 5% increment added to cost in years 2, 3 and 4
to reflect increasing cost due to inflation.

5. PROJECT COORDINATION

Professional Fees: 160 days @ \$350 per day over four years*	\$ 58,485
Airfare 4 Canada/Bénin @ \$4,000 over four years*	\$ 16,610
Meals and accommodation 56 days @ \$200 over four years*	\$ 11,627
Communication: \$2,000 per year for four years*	\$ 8,620
Subtotal	\$ 95,342

6. COMPUTER HARDWARE AND SOFTWARE

Computer System Unit, Monitor and Printer	\$ 15,000
Wordprocessing, Database and Accounting Software	\$ 2,000
Subtotal	\$ 17,000
Monitoring	\$ 45,000
Subtotal Project	\$ 736,972
Contingency	\$ 73,028
Total ICOD Contribution	\$ 810,000

* 5% increment added to cost in years 2, 3 and 4
to reflect increasing cost due to inflation.

		ANNEX "B"					
		ICOD CONTRIBUTION (CAD DOLLARS)					
		1991/92	1992/93	1993/94	1994/95	1995/96	TOTAL
1.0	Revision of Curriculum						
1.1	Professional fees						
	Revision of 6 curriculum						
	modules 20 days per module						
	@ \$400 per day	\$24,000	\$24,000				\$48,000
	Subtotal	\$24,000	\$24,000				\$48,000
2.0	Teacher Training						
2.1	Professional fees						
	Pedagogical upgrading course						
	for 6 Béninois instructors						
	mounted in Bénin 30 days						
	@ \$350 per day	\$ 2,100	\$ 8,400				\$10,500
2.2	Airfare return 2 Montréal/Bénin	\$ 4,000	\$ 4,000				\$ 8,000
	1. Planning Mission						
	2. Course Implementation						
2.3	Accommodation and per diem						
	42 days @ \$200 per day	\$ 1,680	\$ 6,720				\$ 8,400
2.4	Teaching Materials: charts,						
	books, audio/visual aids		\$ 2,000				\$ 2,000
	Subtotal	\$ 7,780	\$21,120				\$28,900
3.0	Regional Trainee Fund						
3.1	250 trainees from member ports for						
	21 days each @ \$50 per trainee per						
	day over four years*		\$31,500	\$99,225	\$75,075	\$78,828	\$284,628
	Subtotal		\$31,500	\$99,225	\$75,075	\$78,828	\$284,628
	Technical Assistance						
	<u>Project Consultant (Resident</u>						
	<u>in Bénin) - Year 1</u>						
4.1	Salary and Benefits for						
	one year	\$30,000	\$30,000				\$ 60,000
4.2	Benefits @10%	\$ 3,000	\$ 3,000				\$ 6,000
4.3	Rent, School Fees, Telephone,						
	Water and Electricity		\$25,000				\$ 25,000
4.4	Installation and Removal: Family						
	of 4 Canada/Bénin return						
	@ \$4,000 each		\$16,000				\$ 16,000
4.5	Shipment of personal effects		\$ 5,000				\$ 5,000
4.6	Planning Mission						
	1. Airfare						
	2. Accommodation 14 days	\$ 4,000					\$ 4,000
	@ \$200 per day	\$ 2,800					\$ 2,800
	<u>Project Consultant - Year 2,</u>						
	<u>3 an 4 (Short Term Missions)</u>						
4.7	Professional Fees						
	40 days per year for						
	three years @ \$350 per day*			\$14,700	\$15,435	\$16,206	\$ 46,341
4.8	Accommodation 180 days over three						
	years @ \$200 per day*			\$12,600	\$13,230	\$13,891	\$ 39,721
	Return Airfare Canada/Bénin						
	3 trips @ \$4,000*			\$ 4,200	\$ 4,410	\$ 4,630	\$ 13,240
	Subtotal	\$39,800	\$79,000	\$31,500	\$33,075	\$34,727	\$218,102

* 5% increment added to cost in years 2, 3 and 4 to reflect increasing costs due to inflation

	1991/92	1992/93	1993/94	1994/95	1995/96	TOTAL
5.0 Project Coordination						
5.1 Professional Fees: 160 days @ \$350 per day over four years*	\$10,500	\$14,000	\$14,700	\$15,435	\$ 3,850	\$ 58,485
5.2 Airfare 4 Canada/Bénin @ \$4,000 over four years*	\$ 4,000	\$ 4,000		\$ 4,200	\$ 4,410	\$ 16,610
5.3 Meals and accommodation 56 days @ \$200 over four years*	\$ 2,800	\$ 2,800		\$ 2,940	\$ 3,087	\$ 11,627
5.4 Communication: \$2,000 per year for four years*		\$ 2,000	\$ 2,100	\$ 2,205	\$ 2,315	\$ 8,620
Subtotal	\$17,300	\$22,800	\$16,800	\$24,780	\$13,662	\$ 95,342
6.0 Computer Hardware and Software						
6.1 Computer System Unit, Monitor and Printer	\$15,000					\$ 15,000
Wordprocessing, Database and Accounting Software	\$ 2,000					\$ 2,000
Subtotal	\$17,000					\$ 17,000
6.2 Monitoring			\$45,000			\$ 45,000
1. Airfare						
2. Accommodation						
3. Fees						
Subtotal			\$45,000			\$ 45,000
Subtotal Project	\$105,880	\$178,420	\$192,525	\$132,930	\$127,217	\$736,972
Contingency					\$ 73,028	\$ 73,028
Total ICOD Contribution	\$105,880	\$178,420	\$192,525	\$132,930	\$200,245	\$810,000
Recipient Contribution Inkind						
Salary of two Béninois Instructors half-time over four years		\$ 58,374				
Local transportation (for project staff and trainees), office space and utilities over four years		\$ 31,000				
Transportation for trainees from PMAWCA Member Ports		<u>\$ 20,626</u>				
		\$110,000				

* 5% increment added to cost in years 2, 3 and 4 to reflect increasing costs due to inflation.

PROPOSED PHASING OF PROJECT: EACH PHASE TO COMMENCE AFTER COMPLETION OF RELATED MILESTONE

PHASE #	DATES	APPROX. COST	END OF PHASE RESULTS EXPECTED
I MILESTONE #1	DEC. 91 DEC. 92 13.5 MONTHS	\$108,880	<ul style="list-style-type: none"> - 6 curriculum modules revised - planning visits by coordinator, consultant and teacher trainer - action plan completed and accepted - computer hardware and software purchased and installed at CFMEP - consultant installed in Bénin - training needs assessment - region refined by CFMEP/ICOD: and training of trainers feasibility/study completed - trainee accommodation - survey and plan completed by CFMEP/ICOD - scholarship fund accounting system set up - Béninois administrative counterpart selected - Teacher/Instructor Training courses mounted in Bénin 6 Béninois Instructors
II MILESTONE #2	JAN. 93 AUG. 93 9 MONTHS	\$178,420	<ul style="list-style-type: none"> - 30 trainees from region receive training 3 groups of 10 over 3 month period - courses of three weeks duration - consultant leaves Bénin - coordinator visits Bénin for planning meeting
III MILESTONE #3	SEPT. 93 SEPT. 94 12 MONTHS	\$192,525	<ul style="list-style-type: none"> - second and third group (90) trainees - 6 groups organized into 2 three month sessions - consultant visits - 2 month working visit - curriculum, instructors and accounting systems evaluated - coordinator visits - mid-project monitoring
IV MILESTONE #4	OCT. 94 SEPT. 95 12 MONTHS	\$132,930	<ul style="list-style-type: none"> - fourth group trainees (45) 3 groups of 15 over 3 month period - consultant visits twice - coordinator visits
V MILESTONE #5	OCT. 96 NOV. 96	\$127,217	<ul style="list-style-type: none"> - fifth and sixth group trainees - 3 groups of 15 over 2 three month sessions - consultant visits - final evaluation if any.

Project Milestones**Milestone One**

- Satisfactory conclusion of first training courses of project 900393; (preliminary reports should be available in December, 1991).
- Signed MOA with participation of Port Autonome de Cotonou; Government of Bénin and the Port Management Association of West and Central Africa.

Milestone Two

- Preparation by staff of CFMEP and project consultant of acceptable plan for trainee accommodation in Cotonou.
- Completion by CFMEP and project staff of review of seaport mechanics training needs among Port Management Association member countries.

Milestone Three

- Satisfactory completion of training course for first group of thirty trainees from outside Bénin.
- Establishment of administrative system for trainee tracking; satisfactory establishment of trainee scholarship fund accounting system.

Milestone Four

- Successful/satisfactory completion of training course for second and third group (90) trainees; satisfactory mid term project evaluation.

Milestone Five

- Successful completion of training program for fourth group of (45) trainees.

ICOD Logframe Analysis
Project # : 910415

IMPORTANT ASSUMPTIONS	NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS (OVI)	MEANS OF VERIFICATION (MOV)
<ul style="list-style-type: none"> - Member governments of AGPAOC/PMAWCA continue to support the Centre de Formation Des Mécaniciens des Équipements Portuaires (CFMEP) - Port Autonome de Cotonou continues to support the CFMEP - Staff of CFMEP continue to participate in its programs and provide instructors to be trained - Port Management Association Member Ports nominate trainees to participate in CFMEP training programs and support the cost of their participation - CFMEP management provide suitable counterparts to work with Canadian project management and staff - Administrative system to manage the nomination, travel (to Cotonou), Housing assessment training and follow up of trainees from member ports is successfully put into place. 	<p>Goal:</p> <ul style="list-style-type: none"> - To assist the coastal states of French West Africa to improve the efficiency of their ports and marine transportation systems 	<p>Degree to which goal has been reached</p> <ol style="list-style-type: none"> 1. Functioning of PMAWCA/AGPAOC Member Ports improves 2. Service life of Port Equipment is lengthened 3. Fewer equipment breakdowns are reported 4. The number of on-the-job accidents is reduced <ul style="list-style-type: none"> - CFMEP instructors receive pedagogical upgrading - teaching curriculum of CFMEP is revised - Trainee assessment tracking, management and follow-up systems are developed and implemented <p>Full curriculum is offered/taught on a rotating basis</p>	<ul style="list-style-type: none"> - Informal as well as formal reports from PMAWCA - Informal as well as formal reports from PMAWCA - Informal as well as formal reports from PMAWCA <p>In-class evaluation by CFMEP principal Revised editions of curriculum modules are prepared and used Actual systems are installed, trainees from region's ports are successfully trained and sent home Project consultants and CFMEP staff reports</p>
	<p>Purpose</p> <ul style="list-style-type: none"> - To assist the CFMEP to improve the delivery of its training programs and expand the number of sea ports it serves in West Africa 	<p>Conditions indicating End of Project Status (EOPS)</p> <ul style="list-style-type: none"> - CFMEP begins receiving trainees from Regional Ports - Trainee fund expenditures begin 	<p>Project coordination and consultant reports CFMEP and PMAWCA enrolment reports Financial reports from CFMEP - project status reports as implementing agencies</p>
	<p>Outputs</p> <ol style="list-style-type: none"> 1. Six fully revised curriculum modules 2. Six trained/upgraded Béninois instructors 3. Up to three trained, administrators/managers 4. Up to 200 trained sea port equipment maintenance personnel 5. Up to 50 trained sea port equipment maintenance instructors 6. Fully operational administrative and accounting systems. 	<p>Magnitude of outputs required</p> <ul style="list-style-type: none"> - 6 Trained teachers - 6 curriculum modules revised - Up to 200 trainees from West Africa are trained - Up to 50 Instructors from West Africa are trained 	

	<p>Activities</p> <ol style="list-style-type: none"> 1. ICOD/CFMEP and executing agency identify project consultant(s), teacher trainers and project coordination and curriculum specialists 2. Six curriculum modules are completely revised and updated 3. Project coordination, teacher trainer and project consultant participate in planning mission to Bénin 4. Up to six CFMEP instructors participate in pedagogical upgrading course in Bénin 5. Administrative systems to support trainee identification, assessment, tracking follow-up and accounting are designed and implemented 6. Computer hardware use and software to support functioning of administrative systems installed 7. Up to 200 seaport equipment, mechanics and up to 50 port equipment maintenance instructors from up to ten West African ports are trained. 	<p>Timing and costs</p> <table border="0"> <thead> <tr> <th></th> <th></th> <th style="text-align: right;"><u>Approx. Cost</u></th> </tr> </thead> <tbody> <tr> <td>Phase I</td> <td>Nov. 91-Dec. 92</td> <td style="text-align: right;">108,886</td> </tr> <tr> <td>Phase II</td> <td>Jan. 93 - Aug. 93</td> <td style="text-align: right;">178,420</td> </tr> <tr> <td>Phase III</td> <td>Sept. 93 - Sept. 94</td> <td style="text-align: right;">192,525</td> </tr> <tr> <td>Phase IV</td> <td>Oct. 94 - Sept. 95</td> <td style="text-align: right;">132,930</td> </tr> <tr> <td>Phase V</td> <td>Oct. 96 - Nov. 96</td> <td style="text-align: right;">127,217</td> </tr> </tbody> </table>			<u>Approx. Cost</u>	Phase I	Nov. 91-Dec. 92	108,886	Phase II	Jan. 93 - Aug. 93	178,420	Phase III	Sept. 93 - Sept. 94	192,525	Phase IV	Oct. 94 - Sept. 95	132,930	Phase V	Oct. 96 - Nov. 96	127,217	
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<p>TOMBSTONE DATA</p> <p>APPROVAL: 18/11/91 APPROVAL COST INCREASE PLANNED COMPLETION: 31/12/96 PLANNED DURATION: 5 years GEOGRAPHIC FOCUS: West Africa</p>	<p>Inputs</p> <table border="0"> <tbody> <tr> <td>Revision of curriculum:</td> <td style="text-align: right;">\$ 48,000</td> </tr> <tr> <td>Teacher training course:</td> <td style="text-align: right;">28,900</td> </tr> <tr> <td>Regional trainee fund:</td> <td style="text-align: right;">284,628</td> </tr> <tr> <td>Technical Assistant:</td> <td style="text-align: right;">218,102</td> </tr> <tr> <td>Project coordination:</td> <td style="text-align: right;">95,342</td> </tr> <tr> <td>Computer hardware and software:</td> <td style="text-align: right;">17,000</td> </tr> <tr> <td>Evaluation:</td> <td style="text-align: right;">45,000</td> </tr> <tr> <td>Contingency:</td> <td style="text-align: right;">73,028</td> </tr> <tr> <td>TOTAL:</td> <td style="text-align: right;">810,000</td> </tr> </tbody> </table>	Revision of curriculum:	\$ 48,000	Teacher training course:	28,900	Regional trainee fund:	284,628	Technical Assistant:	218,102	Project coordination:	95,342	Computer hardware and software:	17,000	Evaluation:	45,000	Contingency:	73,028	TOTAL:	810,000	<p>Type and cost of resource</p>	
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October 21, 1991

Your File/Votre Référence

Professor Adalberto Vallega
Scientific Coordinator
Ocean Management in Global Change Conference
via Sottoripa 5
Palazzo Serra Gerace
16123 GENOVA
ITALY

Dear Professor Vallega

Thank you for your most interesting letter of September 12th addressed to the Chairman of ICOD. As Professor Elisabeth Mann Borgese is away for one month, I will respond on her behalf and also on behalf of the Centre.

I agree with your observation that the ICOD Ocean Forum objectives and the outline of the Ocean Management in Global Change Conference are closely associated with the concept of sustainable ocean development. The ICOD Ocean Forum addresses two central themes: 1) the need for a critical awareness and new relationship between the environment and the economy of the oceans, and 2) improved methods for ocean development to prepare us for the transition to the Twenty-First Century. We see our meeting in November as an opportunity to address several vital questions which ultimately must relate back to patterns of investment concerning ocean use and protection.

As a starting point, I am extending a formal invitation to you to attend the ICOD Forum. Specifically, the Forum will address the practical goal of sustainable development, i.e. how can we successfully develop ocean resources to expand national economies while demanding that growth be restrained and environmentally sound. We will also be examining how communities can play a more active protection role while seeking sustainable research policies, programs and institutions which are required as part of ongoing action plans to promote sustainable development of the oceans. All of these points relate in one way or another back to the stimulus for ocean management brought about by the Law of the Sea Convention. Yet our understanding of how to achieve sustainable development objectives by using Law of the Sea initiatives is still uncertain. This latter point, I believe, may be of mutual interest and may provide the required interface for both events.

/...2



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Halifax (Nouvelle-Écosse)
Canada B3J 1H6

Page 2. Professor Adalberto Vallega

I am enclosing, for your information, the latest details on the ICOD Forum. Regretfully, our travel funds are limited to supporting panellists and speakers from Third World countries. We hope that you will be able to join us in Halifax on November 20 and 21, 1991. Thanking you again for your interest in the Centre and the Forum, I remain,

Yours sincerely,



Carol Amaratunga
Director
Inter-regional and Cooperative Activities Division
and Coordinator, Forum Secretariat

CA/ck/att



Memorial

University of Newfoundland

K. N. I. Bell
Department of Biology

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FAX: 709-737-3018

1991: October 10th.

Dr. E. Mann-Borgese
Chairman of the Board of Directors
International Centre for Ocean Development (ICOD)
5670 Spring Garden Road, 9th floor
Halifax, Nova Scotia, **CANADA**

Dear Dr. Mann-Borgese,

Since we last spoke, I was fortunate to have two years' field research in Dominica, W.I. under IDRC's Young Canadian Researchers Award. I conducted the work substantially along the lines of the plan in the project proposal (Jamaican Anadromous Goby Fisheries, sent March 26, 1988) which you read and encouragingly commented on (May 29, 1988).

There is a possibility that a version of that project may be submitted to ICOD by parties in Dominica who are not authorised by me to do so. I, of course, have legitimate objections to that. I also question the motivations of those who might submit it without my approval. Furthermore, although the philosophy of the project has the same merit, the objectives and tasks require redefinition and revision in light of my work so far and to reflect of the results of data analysis now in progress (the final stage of my Doctoral work here at Memorial). Because of all this I have informed Dominica that the project is withdrawn unless the conditions originally agreed to are met and appropriate action is undertaken. I would appreciate your taking an interest in preventing illegitimate use of, and consequent waste of, my project.

Since Wardie Leppan was introduced to my work during a visit to Dominica with John Carter, and I believe is still responsible for that area, I would appreciate his being acquainted with the situation, and I would like him to contact me for discussion. I have written to Chris Milley several times and referred to this, and he is familiar with the history of my project proposal. It was he who brought it to the knowledge of people in the Ministry of Agriculture in Dominica, which caused them to request a viewing copy from me. Perhaps a diplomatic way can be found of turning down the application - if that has not been done already. The copy that was sent or given earlier this year to Wardie by officials in Dominican Fisheries did (unless it was removed) bear my own copyright warning. I would much appreciate being advised of events.

This is a nuisance, and I am sorry to encumber you with it. It is however a product of the path of project development that requires project proposals to appear to originate in the host country, instead of being offered to the host country by a donor which has evaluated them. I have always regarded this as somewhat of a condescension and also as an inefficient indirectness.


Otherwise, my research news is better. During my doctoral fieldwork the early life history of the species involved was substantially elucidated and some sources of early mortality identified and attempts made to quantify them. In the first week the larvae show (in laboratory experiments) a clear halotaxis, which results in them occupying water of intermediate salinity and avoiding high or low salinities. This means that for that period they would remain in river

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outflow which had been only partially diluted; and this probably increases their vulnerability to river-borne pollutants, most important of which are the nematicides, herbicides, pesticides and fungicides used (approximately 380,000 kg/yr in 1987-89) in the predominantly banana-based agriculture of Dominica. I believe this to point to one of the several likely causes of the fishery decline over the past two decades. In future work I hope to include a substantial component of marine work, to cover the first 3-4 months of the life of the fish. Since there is little if any existing work in the nearshore of these islands, such an expansion would begin the systematic study of that neglected area. I had chatted with Chris Milley about the possibility of doing some of this work in Belize, but I am out of touch with how that has been proceeding. I am also hoping to investigate Mexico (because it is more accessible) as a possible research location, because there are some species in the same group.

Please contact me for further information and clarification on any of this, as necessary. I thank you again for your previous advice, and wish you well.

Sincerely,

A handwritten signature in cursive script, appearing to read "Kim N. I. Bell". The signature is written in dark ink and is positioned above the printed name.

Kim N. I. Bell



Canada

International Centre for Ocean Development
Centre international d'exploitation des océans

EC91/3/D01
File: 105

International Centre for Ocean Development
Draft Agenda
Executive Committee Meeting
26 September 1991
Halifax, Nova Scotia

<u>Schedule</u>	<u>Document #</u>	<u>Time</u>
1. CALL TO ORDER -		0900-0905
Quorum, Adoption of the Agenda	EC91/3/D01	
2. MINUTES		0905-0915
Review of Executive Committee Minutes of 16 - 17 May and 25 July 1991	EC91/3/D02 EC91/3/D03	
3. BUSINESS ARISING		0915-1100
i. Selection of Candidates for President	Verbal	
ii. Gap in Presidency	Verbal	
iii. Board Membership	Verbal	
iv. Update on ICOD Forum	Verbal	
v. Miscellaneous		
(COFFEE BREAK		1000-1015)
4. ADMINISTRATIVE MATTERS		1100-1200
i. Staffing Issues	Verbal	
ii. Regional Offices	Verbal	
iii. Miscellaneous		
LUNCH		1200-1300

<u>Schedule</u>	<u>Document</u> <u>#</u>	<u>Time</u>
5. POLICY DISCUSSIONS		1300-1400
i. Corporate Plan	Verbal	
ii. Update of By-Laws	EC91/3/D04	
iii. Sectoral Policy Papers	Verbal	
iv. Miscellaneous		
6. FINANCIAL MATTERS		1400-1430
i. Miscellaneous		
7. OTHER BUSINESS		1430-1445
i. Miscellaneous		
COFFEE BREAK		1445-1500



M E M O R A N D U M

To: **President**

File: **150 26SEP91**

cc: **Secretary**

From: **Vice-President**

A handwritten signature in dark ink, appearing to be a stylized 'M' or similar initials.

Date: **26 September 1991**

Re: **Draft Revision of Corporate By-Laws**

Following discussions with Counsel, a further proposed revision of the ICOD By-Laws is attached for submission to the Executive Committee.

This revision (26SEP91) is substantially identical to the previous revision (18SEP91) with the exception that section 6.1 has been changed to provide for the addition of the Vice-Chairman of the Board as a permanent member of the Executive Committee and the reduction of the number of other Board members from three to two.

Accordingly, when the Board elects a Director to the position of Vice-Chairman, it will also elect that Director to the Executive Committee.

Revision 26SEP91 has been printed with annotations on facing pages.

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Attach (1)

MEMORANDUM

To: President File: 150 26SEP91
CC: Secretary
From: Vice-President
Date: September 18, 1991
Re: Draft Revision of Corporate By-Laws

Following discussions with you with respect to the revision of the corporate By-Laws, a final draft has been received from Counsel and is attached, for the information of the Executive Committee.

The present revision is not intended to be comprehensive, or change major areas of substance of the By-Laws. It does, however, address the concerns raised by the Board in the June meeting.

The present By-Laws contain inconsistent provisions as to the jurisdiction of the Executive Committee. It is proposed to remove the inconsistency by deleting the limiting reference to matters of urgency. The power of the Executive Committee to exercise the authority of the Board would continue to be restricted in accordance with section 6.14.

A number of clerical amendments have been undertaken and the use of parallel language and current drafting format has been introduced.

Time limitations previously expressed in working days have been converted to an approximately equivalent number of days for greater certainty in national and international transactions.

For technical reasons, the officers of ICOD (s. 9.0), which include Members of the Board, are distinguished from the executive officers of ICOD (s. 11.0), comprising staff members only.

In addition, certain provisions which had been inconsistent with statutory requirements, such as the restrictions on the power to call a meeting of the Audit and Evaluation Committee, have been remedied.

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Attach (1)